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Montana. Dept. of
Family Services
Child welfare
services plan (IV-
B) for the period
July 1, 1990 to
June 30, 1993,

State of Montana

CHILD WELFARE SERVICES PLAN (IV-B)

for the period July 1, 1990 to June 30, 1993

FY91 - FY93

Department of Family Services

FY92 Update: August 30, 1991

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TABLE OF CONTENTS

FY92 IV-B PLAN UPDATE: AUGUST 30, 1991

INTRODUCTION:

Letter from the Governor of Montana

PART I:

Assurances..... 1

PART II:

An Introduction to Montana..... 2

Mission of the Department of Family Services..... 3

Accomplishments During FY90..... 4

Needs Analysis..... 12

Needs Selection..... 17

Goals and Objectives, FY91-FY93 [FY92 Update: 8/91]..... 18

PART III:

Annual Summary of Child Welfare Services [FY92 Update: 8/91]..... 73

Pre-placement Prevention/Reunification Services [FY92 Update: 8/91].. 75

PART IV:

Annual Budget Request [FY92 Update: 8/91]..... 85

APPENDIX:

Training Plans [FY92 Update: 8/91]..... 86



State of Montana
Office of the Governor
Helena, Montana 59620
406-444-3111

STAN STEPHENS
GOVERNOR

August 28, 1991

Mr. Carl Slatt
Child Welfare Specialist
HHS Region VIII
Administration for Children and Families
Federal Office Building
1961 Stout Street, Room 926
Denver, Colorado 80294

Dear Mr. Slatt:

This letter is to confirm that the FY92 update of Montana's federal IV-B Child Welfare Services Plan for FY91-93, as presented by the Department of Family Services, has been reviewed.

The services involved in this plan will be coordinated with various units of state and local government. Copies of the IV-B Child Welfare Services Plan for FY91-93 will be available for review and comment by affected entities and the general public upon request.

Sincerely,

A handwritten signature in cursive script, appearing to read "Stan Stephens", is written over the word "Sincerely,".

STAN STEPHENS
Governor

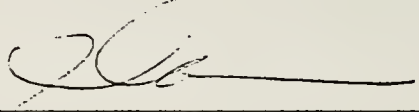
PART I: Assurances

Effective Date and State Official's Signature:

I hereby certify that, with the exceptions indicated below, the State of Montana complies with the requirements of law and regulations listed in the assurances in Section 422 (b) of the Social Security Act. With the establishment of the Montana Department of Family Services on July 1, 1987, authority for all assurances relevant to the Montana Department of Social and Rehabilitation Services' Community Services Division were transferred to the Department of Family Services.

The state agency is including in this plan the goals and objectives that will enable it to meet those assurances that, as indicated below, are not being met:

NONE

Dated: August 5, 1991 Reviewed by: 

Tom Olsen, Director
Montana Department of Family Services

Dated: _____ Reviewed by: _____

ACYF/CB Representative

Part II:

An Introduction to Montana

Montana, admitted to the union as a state 101 years ago, is the nation's fourth largest state. In 1987, the state's 147,138 square miles were home to an estimated 809,000 people. Our six largest cities range from Billings with 80,310 people to Bozeman with 23,490. A rural state, the economy is based on natural resource industries -- agriculture and mining -- contract construction and tourism.

Montana has 774 schools serving 108,030 elementary students (grades K-8) and 44,177 high school students (grades 9-12).

The Montana Legislature has 50 senators and 100 representatives and meets at regular biennial sessions for 90 days in odd-numbered years. The state is divided into 56 counties, with 126 incorporated cities and towns and two consolidated city-county governments.

The Mission of
the Montana Department of Family Services

The department's mission is to provide services and leadership to enable Montanans of all ages to live with dignity, free from risk of harm and at their highest possible level of independence.

The department is responsible for services to children and youth, and provides community-based services to the elderly, developmentally disabled, and other populations who need social services. This includes:

- * protective services for children, youth and adults who are abused and neglected,
- * aging services designed to enhance the self-sufficiency and independence of the elderly, and
- * the two state youth correctional facilities and the aftercare services for youth coming out of these institutional placements.

Accomplishments During FY90

CASELOAD/WORKLOAD PROJECT:

The department has developed and put in place a set of interim tools for measuring DFS caseloads and related casework activities. After compiling and analyzing the data, reports containing specific caseload averages by county and by worker have been disseminated to the DFS management team, standing committees and social worker supervisors, and incorporated into the department's portion of the Governor's Executive Planning Process.

Additionally, research on caseload/workload standards suggested by national organizations and in use in other states has been completed. The department is now in the process of arriving at its own set of standards, and the process by which they will be most effectively implemented.

FAMILY-BASED SERVICES:

Believing that some version of in-home services can be a key element to improving the protective services system in Montana, the department has developed a clear definition of Family Based Services (FBS) for its own use after carefully studying a number of FBS service delivery models, options and approaches that are being used in other states.

Upon identifying a report that succinctly outlined alternatives available in FBS, the department distributed it to key participants in Montana's planning process at the Montana Planning Conference on Family Based Services held in Great Falls during September of 1989. The conference, attended by representatives of over eighty human service organizations, provided an excellent opportunity to lay the groundwork for ultimately achieving an FBS service system in Montana. Subsequently, the department has been providing technical assistance to the local services advisory councils and the regional offices around the state. Also, the department has requested support for FBS pilot projects from the Governor's Executive Planning process in the FY92-93 biennium request.

An RFP was developed in the Eastern Region and two (2) contracts have been negotiated and will begin July 1, 1990. The private providers will make available FBS to twenty families each during state fiscal year 91. One contract is for the Miles City area and the other is for the Sidney/Glendive area.

STAFF DEVELOPMENT/TRAINING:

MAPP (Model Approach to Positive Parenting for DFS' foster parents) training which was initiated throughout the state in

FY89 has continued to be positively received. Twenty-five additional trainers are going through the MAPP trainer's program, and will be available to provide the curriculum.

Child Abuse and Neglect Training courses for new child protection workers were sponsored by the department in Bozeman and Billings in June and August, respectively. As a result of the work done by a social work professor in the University of Montana's Social Work Department and a team of DFS curriculum reviewers, the CAN 1 orientation for new social workers has been expanded from five days to ten days, covering an agenda that has been made both more comprehensive and penetrating. In order to present the training to DFS workers in more depth and intensity, it was decided to present separate training to the APS workers, thereby allowing each service segment to become more focused.

In addition to training for new workers, the department has conducted supervisory workshops on selected policy issues and management concerns. Also, a limited number of supervisors from the Eastern and the South Central regions are going through a specialized curriculum purchased from a South Carolina provider.

Other DFS-sponsored training has included presentations to groups of providers and juvenile probation officers concerning AIDS and to volunteer groups associated with DFS such as VISTA volunteers.

During FY90, DFS has used Children's Justice Act grant funds to train a number of medical personnel in conducting a medical evaluation of CPS victims, judges and county attorneys in the prosecution of sexual offenders, social workers and law enforcement officers in investigation techniques in sexual abuse cases, child protection teams involved in sexual abuse prosecution cases, coroners and pathologists on the latest techniques in autopsies, and all the above groups on discrimination between true SID syndrome deaths and homicides.

VISTA PROJECT:

The department continues to contract with the Montana Foster/Adoptive Parents Association for supervision of VISTA volunteers assigned to improve recruitment, retention and support of foster parents statewide. The project has been so successful that the federal ACTION Office increased the number of volunteers from eight to twelve. Agency liaisons work with the Association on the VISTA project and related foster care issues.

The department was granted six VISTA volunteers to assist in the expansion of Independent Living services for foster care youth aging out of care. The volunteers will work with the regional Independent Living coordinators in implementing the MENTOR project to provide support to foster care youth who need additional guidance in transitioning into independent living.

INDEPENDENT LIVING:

Montana continues to receive federal funds for independent living programs for older youth in foster care or for up to six months after leaving care. Funds have been received since 1987. The program provides a \$600 stipend to youth transitioning from care as well as training materials for social workers, foster parents and youth. The MENTOR project is being implemented with the assistance of VISTA volunteers. Foster parent orientation and training developed through a request for proposal (RFP) includes expanding the foster and adoption parent training curriculum to include a track on independent living.

DOMESTIC VIOLENCE:

The department receives both state and federal funds to assist victims of family violence. Grants are awarded to provider agencies through a request for proposal process. Currently 18 service providers receive partial funding from the department. Approximately 16,000 victims, family members and interested persons per year receive services through the domestic violence programs. About two-thirds of the persons receiving services are children involved in a violent family situation.

In July, 1989, the department funded a workshop presented by the Montana Coalition Against Domestic Violence for domestic violence service providers, and assisted several providers in attending a second workshop in May, 1990 sponsored by the Montana Chapter of the National Association of Social Workers and the University of Montana. Both workshops focused on batterers' treatment and family violence. Both workshops used nationally recognized presenters. Work on developing a coordinated approach to family violence prevention and treatment is continuing.

EMOTIONALLY DISTURBED YOUTH:

The department continues to provide staff for a state-level Montana Youth Initiative aimed at returning those youth to Montana who have been placed in out-of-state facilities. The committee includes top-level staff from the departments of DFS, SRS, Institutions and the Supt. of Public Instruction.

At a planning conference held in July, 1989, DFS contracted with a national expert to conduct a workshop for council members and staff concerning the needs of severely emotionally disturbed children. During SFY90, the department has provided constant technical assistance as stipulated in the interagency agreements.

COORDINATION OF MAJOR STATE AGENCIES REGARDING CA/N PREVENTION:

The department is based on the philosophy that it alone cannot provide all the solutions to the problems of troubled families

and youth. Therefore, in addition to working with a state youth services advisory council (which also serves as the advisory council for the Department of Justice's Board of Crime Control) and the ten local youth services advisory councils representing communities throughout the state, the department established a base of ongoing communication with other state agencies and sent a representative to the state agency outreach session of the interagency committee of the PATH Project (Positive Action for Teen Health Project of Montana Healthy Mothers/Healthy Babies Coalition). The DFS representative shared information about current departmental efforts in the area of child abuse and neglect including such projects as DFS' CAN Mini-Grant Program and its planning of family-based services.

Furthermore, the department has identified key persons from various state agencies to involve in the development of an ongoing method of inter-agency and intra-agency communication regarding prevention efforts.

The department contracted with Parents Anonymous of Montana, using \$30,000 in Basic CA/N grant funding, for the development of a state plan for prevention of child abuse and neglect. The plan was presented to the State Advisory Council and the DFS Management Team during FY90.

AIDS:

The department was notified of the first foster care placement of a youth known to be infected with HIV. Policy material was shared with the Indian Health Service which advised of the placement. Staff are encouraged to obtain information and training from the education and testing sites in their immediate localities and to participate in training when it is offered through the department.

CHILD ABUSE/NEGLECT GRANTS:

The department continues to fund small local prevention and treatment efforts with federal CA/N basic state grant money received from HHS/ACYF. The total amount awarded in FY90 was \$30,000 (\$6,000 per region). The department funded approximately twenty programs throughout the state. The grant program continues to be successful in that it supports and encourages local voluntary prevention groups to work in the area of CA/N prevention.

The balance of the CA/N basic state grant was used to contract with Parents Anonymous of Montana for the development of the state plan for prevention of child abuse and neglect.

NATIVE AMERICAN CHILDREN'S WELFARE ISSUES:

Since the department established the position of Indian Child Welfare Specialist, there has been a considerable amount of activity to address the long-neglected needs of Indian youth in Montana.

In an effort to clarify what the needs of Indian youth are, and to generate intelligent discussion concerning the various potential solutions to their problems, a number of presentations have been made throughout the state.

During SFY90, the Indian Child Welfare Specialist has appeared before both the state and several local youth services advisory councils to explain the current status of Indian youth and to discuss appropriate actions to address unmet needs. In addition, the ICW Specialist has been part of the DFS policy implementation training attended by the staff in each region.

In an effort to enhance the coordination between DFS and other human service organizations on Indian Child welfare issues, other presentations have been made to groups such as Healthy Mothers/Healthy Babies Montana Coalition, Montana Foster/Adoptive Parents Association, Montana Mental Health Association and Montana State Post Adoption Center.

Presentations have also been made to various important planning groups including the State Youth Services Advisory Council's Subcommittee on Indian Issues, Select Legislative Committee on Indian Affairs, State Subcommittee on Human Services and the Indian Child Welfare Coalition.

SFY90 has offered many opportunities to bring to light the heretofore unattended plight of Indian youth, and the recent endeavor to rectify widespread problems. Sharing specific issues and hard statistics as a result of a recent state-wide survey, presentations were made at CAN I training for newly hired department staff, at a cultural sensitivity seminar held at the Mountain View Correctional Facility, at the DFS-sponsored Family Based Services Conference, at the Second Annual Indian Child Welfare State Conference, at the Montana Volunteers for Children Meeting, at the College of Great Falls "Expanding Your Horizons" seminar, and at the third annual KYI-YO Indian Day Conference, "Healing the Indian Family."

Also, there has been a concerted attempt to provide case consultation and technical assistance to specialized groups that work intimately with the department. Presentations have been made to guardian-ad-litem in Cascade County, to local and regional child protection teams and to the Blackfeet Tribal Court. Addressing placement and funding issues with BIA, DFS and local tribal social services staff, meetings have taken place at

the White Buffalo Home and with the HESS Committee in Browning.

In order to ensure a close and clear working relationship with the seven Montana Indian tribes, the extensions of previous tribal/state agreements or new agreements were signed during SFY90. Six agreements have been signed; the other has been drafted and awaits the appointment of a new tribal chairperson.

Finally, in order to generate new funds aimed specifically at the unmet needs of Indian youth, the department has participated in the Indian Child Welfare Coalition's proposal to a private sector foundation to fund a Native American Family Resource Specialist, as well as two permanent placement funding proposals submitted to federal sources. Also, other Family Preservation proposals focused on Native American families are in the drafting stage.

ADOPTION ISSUES:

To comply with a Montana Human Rights Commission decision, the department has implemented a newly approved adoption policy in the fall of 1989.

The entire adoption section of the policy manual was rewritten and finalized, and training on the new section was provided to staff statewide. In addition, training was also provided to licensed social workers regarding investigations of private parental placements.

Since the fall of 1988, when the department received a federal grant to establish the Montana Post Adoption Center, MPAC has acted as a facilitator, coordinator and clearing house for statewide post adoption services. It has also conducted a number of MAPP (Model Approach to Positive Parenting) training sessions for licensed and/or prospective adoptive and foster parents. Since its inception, the Center has trained approximately thirty-five parents at each session. Many of those who have completed the training have subsequently been licensed as adoptive or foster parents or both.

The Center conducts an evaluation at the completion of each session, and sends out a follow up survey to each parent who has attended the MAPP training in order to track the results of the training and compile valuable statistical data for future planning.

MONTANA CHILDREN'S ALLIANCE AND THE MONTANA CHILDREN'S AGENDA:

During FY90 representatives of Montana DFS participated in the monthly working sessions of the Montana Children's Alliance, a statewide coalition of individuals and groups which advocates for the well-being of children, and is aimed at developing a Montana Children's Agenda platform for the 1991 Montana Legislature. DFS

representatives participated in the three working groups of the Children's Agenda (social services/mental health, education and health) and won the support of the Children's Alliance for (1) funding for pilot projects in family-based services, (2) additional CPS worker FTE's, (3) increased emphasis on and resources for permanency planning for children needing CPS services, (4) attention to the needs of Native American families and children and (5) a family preservation model that serves as the Children's Agenda's overall framework for handling children's needs.

In previous years DFS participated in the Children's Alliance/Agenda in a consultant role. During SFY90 Montana DFS joined this children's advocacy organization by becoming a voting member of the Montana Children's Alliance, thereby enhancing a public-private organization partnership in advocacy for all children's needs.

THERAPEUTIC FOSTER CARE:

The department has developed methods and procedures for implementing additional therapeutic foster care programs throughout the state. After having arrived at a specific definition of therapeutic foster care, and having carefully identified the target population, the department validated the therapeutic foster home program (TFHP) by obtaining the stamp of approval from the appropriate DFS standing committee and the DFS management team.

Support services from the TFHP staff enable foster parents to provide care and treatment for children whose problems cannot be overcome through regular foster care services. The foster parents receive a minimum of twenty-four hours of training annually, as well as continual consultation from staff through a minimum of weekly contacts and monthly group meetings. The TFHP staff must maintain a home ratio of 8 to 1, be available to foster parents twenty-four hours a day and seven days a week, and must make respite care available to foster parents since they are required to take respite an average of two days per month.

The department has a specialist assigned to provide technical assistance for the development of additional therapeutic foster care placement resources.

NEW FOSTER CARE RATE STRUCTURE MODEL:

During the first year of the new Foster Care Rate Structure Model providers received a daily rate of at least 85% of the model rate established via a DFS administrative rule adopted in December, 1988, for implementation in FY90. This was the first step in implementing the system to pay consistent rates to providers who provide comparable services. The rates will go to 100% of the

model on July 1, 1990, for FY91. The rate increase is the first sizeable increase for residential foster care providers in a long time.

In addition to the legislative directive to implement a new rate structure for consistent rates, it was hoped that the rate structure would provide a clearer definition of services provided to benefit placement procedures. The emphasis the first year of operations was to expand services rather than define limits and control services. There were three new facilities that opened during FY90.

GRANT WRITING AND BUILDING LINKS TO UNIVERSITY RESOURCES:

In these times of greater demand but shrunken resources, the department has taken the initiative to create innovative programs and expend special effort in the grant writing area. For example, the department is attempting to raise funds to test a unique approach to treating transgenerational, multi-problem families in the context of the family unit, thereby removing them permanently from dependence upon various public assistance programs.

Moreover, the department has been successful in establishing a solid link between it and the University of Montana's Social Work Department. Such an association appears to have inestimable potential to generate mutual benefits. Thus far, the practicum student expansion program has made it possible for the university to place senior students in a variety of positions in the department's local offices which gives the students practical field experience. There is an immediate benefit to the agency in the form of additional assistance, and in the long run, the department can look forward to the advantage of hiring experienced workers.

Another innovative program the department envisions is the training of Native American students so that they might ultimately assume positions as Indian Child Welfare workers. The department has written a grant to a private sector foundation which, if funded, would provide the means for this specialized training. The advantage to the department of having culturally sensitive social workers without incurring an additional training expense is obvious.

Another mutual benefit as a result of the linkage between the department and the university is the consultation concerning department field needs and the technical expertise the department's liaison provides to the school regarding matters of curriculum and the real world of social work.

Needs Analysis

1. Federal involvement in the Montana needs analysis

On June 14, 1989, federal and state officials came to an agreement that the planning process Montana uses to develop its Youth Services State Plan has all the elements needed to produce the IV-B Plan. It was agreed that Montana's federal liaison would be involved in all aspects of the planning process. Two federal Region VIII ACYF officials participated in the July 10-11, 1989 planning conference of Montana DFS' state and local advisory councils which initiated the Montana planning process.

Following up on the June, 1989 agreement, the Montana Department of Family Services integrated these formerly separate planning processes into a consistent framework for setting priorities concerning child welfare needs in Montana. During SFY90 a concerted effort was made to merge the federal IV-B planning process with that of Montana's local and state youth services advisory councils, and to link those processes with Montana's biennial legislative budgetary process. One result is the creation of this three-year IV-B plan.

On March 28, 1990 a joint needs analysis was performed by federal child welfare officials and Montana Department of Family Services central office staff. Montana's IV-B plan is the result of ongoing communication, via conference calls and meetings between state staff and the federal Child Welfare Program Specialist.

2. Joint federal-state analysis of unmet needs

During the March 28 analysis of Montana's child welfare needs, federal and state officials reviewed the unmet child welfare needs that were identified and prioritized during the period from July, 1989 until January, 1990 in Montana's planning process for the creation of the Montana Youth Services State Plan and for the creation of the Montana Department of Family Services' budget request for the biennial legislative process.

The unmet needs that were reviewed on March 28 included those that were identified in planning documents produced by (a) Montana's Local Youth Services Advisory Councils, (b) Montana's State Youth Services Advisory Council and (c) the Department Director, to assure that the federal IV-B child welfare plan is firmly grounded in the findings of Montana's designated youth services planning process.

The following general list of unmet needs emerged from the March 28, 1990 meeting:

- 1) Need for FTEs for adequate DFS staffing.
- 2) Need for basic equipment for local and regional

- offices.
- 3) Need for an enhanced management information system that will (a) include the new federally mandated data elements for adoption and foster care and (b) assist in the gathering of important information concerning client outcomes and case management.
 - 4) Need for family-based services.
 - 5) Need for children's services that are part of Phase IV of the new Montana DDD system.
 - 6) Need for services for chronically mentally ill children needing long-term placement.
 - 7) Need for full funding of the foster care system.
 - 8) Need for review of the department's juvenile justice aftercare service system.
 - 9) Need for child abuse/neglect prevention services.
 - 10) Need for additional intermediate level foster care services such as therapeutic foster care and specialized foster care.
 - 11) Need for enhanced emphasis on permanency planning for children removed from their homes, including adoption.
 - 12) Need for continued development of partnerships with the community -- enhancing community ownership of child welfare problems, encouraging local coalitions for children's needs, providing technical assistance on youth services issues.
 - 13) Need for increased parental involvement in treatment, care and costs of children in out-of-home placements.
 - 14) Need for continuation of improved services to Native American children and their families, both on and off Montana's Indian reservations.
 - 15) Need for a comprehensive CWS training plan for staff and others involved in child welfare issues and services, including Foster Care Review Committees.
 - 16) Need to review and update policies and procedures to reflect changes, additions in federal, state and departmental requirements.

3. The planning process used by Montana's Local and State Youth Services Advisory Councils -- and its relevance for IV-B planning

The Montana Department of Family Services has ten Local Youth Services Advisory Councils (LYSACs) associated with the department's five regions and a State Youth Services Advisory Council (SYSAC) who are designated as essential planning groups for the department.

The planning process which these advisory councils used from July, 1989 through January, 1990 to create the state youth services plan incorporated federal IV-B planning principles.

The process that the state and local advisory councils used to create input for the IV-B plan included doing needs assessments that are related to:

- a. Creating a DFS youth services plan for each local youth services council's planning area.
- b. Providing information and decisions about DFS priorities and budget modifications to guide DFS' recommendations to the Montana Executive Planning Process for the 1991 Montana Legislature.
- c. Identifying data sources to be used in developing a five year DFS youth services plan spanning FY92 through FY96.
- d. Articulating youth services needs, programs and priorities to be considered as DFS creates its response to the 1989 Legislature's directive in HB100 to create a "Plan For The Development of The Youth Services System for Montana" for the 1991 Legislature.
- e. Providing the information and decisions that Montana DFS needs to create the federal IV-B child welfare plan for Montana.

The regional and state plans which the councils created via this process contain objectives grouped by the following goal areas, which emphasize the importance of thinking about the entire continuum of care:

- Prevention Services
- In-Home Services
- Out-of-Home (Intermediate Care) Services
- Residential Treatment Services
- Corrections/Aftercare Services
- Special Regional Issues

The Local Youth Services Advisory Councils contributed to the creation of the IV-B plan by working from July through November, 1989 to create local/regional child welfare objectives.

These local/regional objectives included a description of what the objective is supposed to accomplish, a rationale for why that objective was selected and action steps with specific completion dates that will be taken during the plan period to accomplish the objective. Thus, the planning process identified the councils' views concerning unmet needs and what should be done about these needs.

The local advisory councils used several methods in conducting needs assessments, including, but not limited to, techniques such as:

- public hearings and meetings
- interviewing key representatives of other community agencies, groups and associations, advocates groups, DFS clients and service recipients
- interviewing and consulting with local DFS line staff and others at the grassroots level
- examining state, regional, national studies of issues involving children, youth and families
- more technical survey methods
- other creative and useful planning and assessment techniques that utilized the unique talents, resources and wisdom of the members of the LYSACs and other people the LYSACs invited to participate in their planning process.

On-site assistance by the staff of the Central Office of Montana DFS was provided to LYSACs that requested it.

In November, 1989, the local councils established priorities among the various objectives written for their regions.

In December, 1989 the Local Youth Services Advisory Councils presented their objectives and priorities to the State Youth Services Advisory Council for review, analysis and the setting of statewide priorities.

Also in December, 1989, the State Youth Services Advisory Council created a set of statewide objectives and priorities based on the local councils' planning work and presented these as recommendations to the Montana Department of Family Services.

In January, 1990 the Director of Montana DFS presented a set of priorities and budget requests to the Montana Governor's Executive Planning Process, based on the state and local councils' planning work.

On March 28, 1990 the joint federal-state meeting concerning the IV-B plan reviewed the findings of the Montana planning process that has just been described.

4. Additional sources of input for the analysis of Montana's child welfare needs

In preparing the IV-B plan, the Montana Department of Family Services also identified and analyzed needs using the following methods:

- discussion and meetings with the DFS Management Team;
- discussions with three of DFS' internal standing committees (Child Protective Services Committee,

Management Committee, Juvenile Justice Committee), a process which has proved to be an excellent vehicle for soliciting staff input and setting priorities;

- discussions with the working subcommittees of the State Youth Services Advisory Council, especially the Indian Child Welfare Subcommittee of the SYSAC;
- the analysis of client data reports and fiscal reports;
- involvement with client advocate groups, professional associations and interagency committees and task forces.

Needs Selection

1. Rationale for the selection of needs that are addressed in the Montana FY91-FY93 IV-B plan

The selection of unmet needs that are addressed in the goals and objectives of Montana's IV-B Plan for the FY91-93 period is based on an assessment of the following factors:

- the identification of the need as a most critical need in the current delivery system by the Local Youth Services Advisory Councils, the State Youth Services Advisory Council and by the Department's Management Team;
- the relationship of the unmet need to legal mandates;
- the connection of the need to crucial administrative and management functions such as staff development, training and evaluation;
- the availability of funding resources.
- the availability of staff resources for the implementation of a proposed goal or objective.

Thus, not all of the unmet needs identified and listed above in the "Needs Analysis" selection are chosen as the object of FY91-FY93 objectives and action steps for the IV-B plan.

2. Six goals selected for inclusion in the FY91-FY93 IV-B plan

Based on the selection factors stated in the previous section, the following six goals have been selected:

- (1) Improve DFS services to Native Americans.
- (2) Develop and implement a DFS training plan.
- (3) Design and develop a new DFS management information system.
- (4) Develop DFS-community partnerships and coalition building.
- (5) Update the DFS policies and procedures manual.
- (6) Review Montana DFS services and gaps in the continuum of services. Based on this review, follow-up with service development.

GOALS AND OBJECTIVES, FY91-FY93

[FY92 UPDATE: 8/91]

- GOAL #1: Improve DFS services to Native Americans.
- GOAL #2: Develop and implement a DFS training plan.
- GOAL #3: Design and develop a new DFS management information system.
- GOAL #4: Develop DFS-community partnerships and coalition building.
- GOAL #5: Update the DFS policies and procedures manual.
- GOAL #6: Review Montana DFS services and gaps in the continuum of services.
Based on this review, follow-up with service development.

~~~~~

GOAL #1: Improve DFS services to Native Americans.

Objectives under Goal #1:

Objective 1-a: Montana DFS will increase the number of social workers who have received training and experience in providing services to Native American children and their families.

Action Step #1: Expected Completion Date: 6/30/91. [FY91: COMPLETED]; 6/30/92; 6/30/93. A section regarding cultural sensitivity will be incorporated into MCAN (Montana Child Abuse and Neglect) training for all new social workers. MCAN I will be delivered two (2) times in each calendar year for a total of six (6) seminars.

Objective 1-b: Increased emphasis will be placed on training all field social workers regarding cultural sensitivity issues for

Native American families.

Action Step #1: Expected Completion Date: 6/30/91. [FY91: COMPLETED]; 6/30/92; 6/30/93. Cultural sensitivity seminars will be conducted in all five regions of the state. There will be a minimum of five seminars a year for a total of fifteen sessions.

Objective 1-c: Montana DFS plans during FY92 to provide training to Foster Care Review Committees (FCRCs), child protection teams (CPTs), Youth Placement Committees (YPCs) and other child service agencies. This training will familiarize their members with the unique needs of Native American children and the family unit.

Action Step #1: Expected Completion Date: 2/28/91. [COMPLETED]. Montana DFS's ICW Specialist serves as a member of the Regional Child Protection Team for which the BIA is the federally-mandated lead agency. The DFS ICW Specialist will request that BIA develop a schedule to visit CPTs on reservations, to assure that the ICW Specialist can be in attendance at the technical assistance/consultation sessions to reservation CPTs.

Action Step #2: Expected Completion Date: 6/30/91. [FY91: See action step #1]; 6/30/92; 6/30/93. Note: Completion of this action step depends on BIA's establishing a technical assistance visit schedule in response to DFS' request. With DFS's ICW Specialist serving as a member of the Regional Child Protection Team, one technical assistance



and consultation session will be conducted per reservation child protection team every two years for a total of seven sessions in the FY91-FY93 period.

Action Step #3: Expected Completion Date: 6/30/91. [FY91: No requests 7/1/90 - 6/30/91]; 6/30/92; 6/30/93. On request, training will be conducted for FCRCs, CPTs and YPCs. It is anticipated that two training sessions will be held each year for a total of six training presentations.

Action Step #4: Expected Completion Date: 10/1/90. [FY91: COMPLETED]; 10/1/91; 10/1/92. Training will be conducted annually for Montana's foster and adoptive parents associations by October 1 of each year for a total of three sessions.

Action Step #5: Expected Completion Date: 6/30/91. [FY91: COMPLETED 6/91]; 6/30/92; 6/30/93. A statewide Indian Child and Family Conference will be conducted yearly for a total of three conferences.

Action Step #6: Expected Completion Date: 6/30/91. [FY91: COMPLETED]; 6/30/92; 6/30/93. A session of Indian Child and Family Issues training will be conducted yearly for guardian ad litems for a total of three sessions.

Objective 1-d: DFS will pursue funding to support placement of Native American practicum students from the University of Montana into various local departmental field offices.

Action Step #1: Expected Completion Date: 7/1/90.

[COMPLETED]. Prepare a grant proposal for the project and submit to U.S. West Foundation.

Action Step #2: Expected Completion Date: 7/17/90.

[COMPLETED]. Grant is reviewed by the foundation committee.

Action Step #3: Expected Completion Date: 8/1/90.

[COMPLETED]. Notification received. [Project was not funded by U.S. West]

Action Step #4: Expected Completion Date: 6/30/92. A

request for funding of this project is included in a 2/27/91 proposal for a new Montana Family Resource Center at the University of Montana. If this portion of the proposal is approved, preparations to place practicum students will begin as soon as funds are made available.

Action Step #5: Expected Completion Date: 6/30/92. DFS

will seek commitments from BIA and other Indian-serving agencies for funding support for the DFS/U of M Native American practicum student project. If adequate funding commitments are secured, DFS will prepare a new grant proposal for the project and submit it to the U.S. West Foundation.

Action Step #6: Expected Completion Date: 6/30/93. The

practicum project will be completed and evaluated.

Objective 1-e: Assistance will be provided by Montana DFS's ICW

Specialist in the process of negotiating a cooperative service agreement with the Crow Tribe.

Action Step #1: Expected Completion Date: 9/1/91. A

cooperative agreement will be negotiated and secured with the Crow Tribal Council.

Objective 1-f: The existing state/tribal agreements will be expanded as appropriate to reflect delivery of services to Native American children and youth on all seven reservations at the request of Tribal Governments. Agreements with BIA will be expanded or modified as appropriate.

Action Step #1: Expected Completion Date: 6/30/91. [FY91: COMPLETED]; 6/30/92; 6/30/93. A yearly review will be conducted on all state/tribal service agreements. All seven reviews during FY90 will be completed by 6/30/91 and each year thereafter for a total of three reviews per reservation.

Action Step #2: Expected Completion Date: 6/30/91. [FY91: COMPLETED]; 6/30/92; 6/30/93. Modifications of state/tribal service agreements will be considered on a reservation-by-reservation basis.

Action Step #3: Expected Completion Date: 6/30/91. [FY91: COMPLETED]; 6/30/92; 6/30/93. Modifications of state/BIA memoranda of agreements will be considered as needed.

Objective 1-g [= Objective 6-g]: Montana DFS will (a) develop service delivery agreements with Montana Indian reservations upon request, (b) negotiate IV-E foster care services contracts with reservations as appropriate and (c) recommend policy that enhances services to Youth in Need of Service/Delinquent youth on Montana Indian reservations.

Action Step #1: Expected Completion Date: 1/31/91.

[COMPLETED]. Montana DFS' Indian Child Welfare Specialist will recommend policy changes to allow all children access to IV-E placement and maintenance monies. The policy will be developed and presented to the Montana Legislature's Standing Committee on Indian Affairs for their review and comment.

Action Step #2: Expected Completion Date: 5/31/91.

[COMPLETED.] DFS will train DFS regional staff and social worker supervisors near the Flathead, Rocky Boy, Northern Cheyenne and Crow reservations concerning the implementation of new IV-E foster care service contracts with these four reservations.

Action Step #3: Expected Completion Dates (FY92): Northern Cheyenne, 7/13/91; Flathead Reservation, 7/23/91; Rocky Boy's Reservation, 8/6/91; Crow Reservation, 9/1/91. DFS and the four reservations listed in action step #2 will negotiate and sign IV-E foster care service contracts, utilizing the authorization for IV-E contracting with reservations that was obtained from



the 1991 Montana Legislature.

**Action Step #4:** Expected Completion Date: 6/30/92; 6/30/93.

DFS will continue to work with the reservations to identify and serve IV-E eligible children and youth.

**Action Step #5:** Expected Completion Date: 6/30/92; 6/30/93.

DFS will pursue alternate sources of funding for training concerning services to children living on reservations, particularly foster/adoptive parent training.

**Action Step #6:** Expected Completion Date: 6/30/93. All state/tribal agreements will have to be amended to include services to YINS/Delinquent youth. These amendments will be drafted on a reservation-by-reservation basis upon request of Tribal councils. It is anticipated that all seven agreements will be amended by 6/30/93. Montana DFS will recommend policy that enhances services to Youth in Need of Service/Delinquent youth, and develop service delivery agreements with Montana Indian reservations upon request.

**Objective 1-h:** Montana DFS will continue to identify resources for Native American services and assist in developing applications to funding sources and applying for any available grants.

**Action Step #1:** Expected Completion Date: 6/30/91. [FY91:

COMPLETED]; 6/30/92; 6/30/93. The Montana DFS Indian Child Welfare Specialist will apply for funding resources as appropriate. At least two grant applications for funding will be developed annually for a total of six applications.

**Action Step #2:** Expected Completion Date: 5/20/91.

[COMPLETED.] The DFS Research and Planning Bureau will apply for HDS/HHS Discretionary Grant funds for program priority area 1.13 (3/14/91, PA HDS-91-1), "Improvement of Indian Child Welfare Programs Through the Development of Agreements Between Tribes and States."

**Action Step #3:** Expected Completion Date: 9/30/91. DFS receives notification of acceptance/rejection of the HHS grant application referred to in step #2.

**Action Step #4:** Expected Completion Date: 10/31/93. If HHS area 1.13 grant is received, DFS Research and Planning Bureau implements project work plan (9/15/91 - 10/31/93) contained in the grant application.

**Action Step #5:** Expected Completion Date: 12/31/91. DFS will assist agencies (both public and private) in performing quality planning and in succeeding in securing project funds by participating in an Interagency Committee on Native American Family Statistics and Information formed 1/9/91. This committee has two purposes: (1) To perform a comprehensive resource inventory that will compile all available data on Indian families that is collected by

various agencies and put it into a body of useable data and information that will be available to anyone wishing to apply for funds. This project will be run through the Montana Family Resource Center at the U of M, using graduate students from appropriate departments skilled in performing applied research. (2) To plan and perform a comprehensive needs assessment of Native American families in the state that will add to the existing body of knowledge.

Objective 1-i: Montana DFS will provide technical assistance and consultation to tribal, state, and county agencies and tribal and district courts on matters pertaining to Indian Child Welfare.

Action Step #1: Expected Completion Date: 6/30/91. [FY91: COMPLETED]; 6/30/92; 6/30/93. This is an on-going activity. The Montana DFS Indian Child Welfare Specialist allocates 25% of her staff time to technical assistance and consultation for a total of 1440 hours over this three year period.

Objective 1-j: DFS will continue to pursue development of Indian placement resources, including foster homes and adoption homes and cultural enrichment programs in group care facilities.

Action Step #1: Expected Completion Dates: 6/30/91. [FY91: COMPLETED]; 6/30/92; 6/30/93. Two grant applications were developed in FY91 to increase Montana DFS efforts to

secure Native American families to provide care to Indian children. With or without the approval of these two grant applications, Montana DFS will continue to recruit Native American families by: (1) meetings with existing Native American organizations to promote the need for Native American families to care for Indian children for a total of six recruitment sessions, and (2) public announcements and fliers addressing the need for Native American families. A promotional effort will be made in each of DFS' five regions during each year for a total of fifteen promotions during FY91-93. Each promotional campaign will be unique to the region. [Update: FY91 applications were not funded.]

Action Step #2: Expected Completion Dates: 10/1/91. The

DFS Indian Child Welfare Specialist will provide assistance to interested persons concerning the start-up of a Native American adoption agency, with an adoption agency application expected to be submitted to the DFS Central Office by 10/1/91.

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GOAL #2: Develop and implement a training plan.

Objectives under Goal #2:

Objective 2-a: Montana DFS will enhance its comprehensive training plan. (Note: The DFS training plan for FY91 and FY92 is included in the Appendix to this IV-B plan.)

Action Step #1: Expected Completion Date: 6/30/92. In FY92, Montana DFS will begin the process to implement a training plan component for staff development that will include individualized training plans for all DFS staff.

Objective 2-b: Montana DFS will conduct specific policy training concerning IV-E and 427 requirements.

Action Step #1: Expected Completion Date: 1/31/91. [FY91: COMPLETED]. FY92: 11/1/91. Montana DFS will sponsor training regarding IV-E and 427 regulations for field staff and supervisors.

Action Step #2: Expected Completion Date: 6/30/92. If sufficient funding becomes available, Montana DFS will sponsor training regarding IV-E and 427 regulations for foster care review committees, district judges, probation officers and county attorneys.

Action Step #3: Expected Completion Date: 8/31/91. Montana DFS will update the training plan for FY92, including the training for the two DFS juvenile corrections facilities in the overall DFS plan.

Objective 2-c: Montana DFS will attempt to reinstate the previous years' practice of using of its most experienced and knowledgeable staff to assist in DFS training.

Action Step #1: Expected Completion Date: 6/30/92. A proposal will be submitted to the DFS management team

outlining a process for insuring adequate training of new social workers utilizing experienced DFS workers as trainers.

Objective 2-d: Workshops for DFS field staff supervisors on selected policy issues and management concerns will be offered periodically by Montana DFS.

Action Step #1: Expected Completion Date: 8/31/90 (calendar), 6/30/91 (completion of FY91 workshops). COMPLETED. A training calendar for FY91, will be developed which sets forth a schedule of policy training workshops aimed at all DFS field supervisors. Workshops will be held in all DFS regions.

Action Step #2: Expected Completion Date: 8/31/91. A training plan for FY92 will be developed which sets forth a schedule of policy training workshops aimed at all DFS field supervisors and other DFS staff and service providers.

Objective 2-e: Montana DFS will continue to sponsor training for service providers, group care staff and residential care staff.

Action Step #1: Expected Completion Date: 7/1/90. [COMPLETED]. Montana DFS will enter into a new contract with Foster Adoptive Circle Encouraging Teamwork (FACET) of Great Falls, Mt., for the continuation of the DFS program for foster/adoptive parent training.

Action Step #2: Expected Completion Date: 6/30/91. [FY91: COMPLETED]; 6/30/92; 6/30/93. An additional 200 foster/adoptive parents will receive 30 hours of training each in the DFS foster/adoptive parents curriculum during FY91, FY92 and FY93.

Objective 2-f: Montana DFS will identify the possibilities and options available to it in order to increase training funds. In particular, DFS will pursue a joint venture between DFS and the University of Montana -- The Montana Family Resource Center at the University of Montana.

Action Step #1: Expected Completion Date: 9/30/90. [COMPLETED]. Representatives of DFS and the University of Montana's Social Work Department will meet to explore the feasibility of channeling the IV-E portion of the DFS training budget through the University of Montana Social Work Department.

Action Step #2: Expected Completion Date: 2/28/91. [COMPLETED]. A draft proposal will be presented to DFS for the creation of a University of Montana Family Resource Center, including suggested possible avenues for DFS - university collaboration on (a) DFS training and staff development, (b) consultation and technical assistance on program design, implementation, practice and evaluation, (c) securing funds for innovative program development and

service delivery and (d) applied research.

Action Step #3: Expected Completion Date: 5/20/91.

[COMPLETED] DFS Research and Planning Bureau staff will assist the University of Montana Social Work Department if the U o M decides to prepare a grant application for HHS discretionary funds for expansion of social work training at the U of M.

Action Step #4: Expected Completion Date: 9/30/91. If

funding is available, DFS expects to enter into a contract for FY92 with the U of M Family Resource Center for DFS training concerning CPS needs and priorities as established by DFS.

Action Step #5: Expected Completion Date: 8/26/91.

[COMPLETED.] DFS, in consultation with the Social Work Department of the U of M, will submit a grant application to DHHS/ACF under the Emergency Child Abuse and Neglect Services Program, Priority 4 (Coordinated Multi-disciplinary/Inter-disciplinary Training Models, Federal Register, July 11, 1991) -- for the development of training models for DFS workers serving abused and neglected children concerning substance abuse and its implications for effective social work practice.

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GOAL #3: Design and develop a new DFS management information system.



Objectives under Goal #3:

Objective 3-a: The project to establish caseload/workload standards and to gather reliable caseload statistics will continue. New caseload reporting forms have been in use since October, 1989 -- with a switch in January, 1991 to a quarterly rather than a monthly frequency for caseload reporting.

Action Step #1: Expected Completion Date: 8/31/90.

[COMPLETED]. A caseload/workload standards committee will be nominated and appointed.

Action Step #2: Expected Completion Date: 12/31/90.

[COMPLETED]. Utilize the caseload data in the HB100 report to identify the number of additional CPS social workers DFS would need to meet CWLA caseload standards.

Action Step #3: Expected Completion Date: 9/30/91.

Complete a report on a caseload/workload time study for use in developing standards for Montana.

Action Step #4: Expected Completion Date: 3/31/92.

Caseload/workload standards for CPS workers will be submitted to the DFS Director for review.

Action Step #5: Expected Completion Date: 6/30/92.

Caseload/workload standards for CPS workers will be submitted to the DFS CPS Standing Committee for review and approval.

Action Step #6: Expected Completion Date: 12/31/91. DFS

will consider the system requirements for tracking CPS

worker caseloads by means of the new DFS MIS rather than via the separate caseload reporting system in use since October, 1989.

**Action Step #7:** Expected Completion Date: 12/31/92. CPS caseload/workload standards for CPS workers will be implemented.

**Objective 3-b:** Montana DFS will complete the project of identifying what client outcome variables must be successfully achieved in order to ensure the hoped-for outcome of client treatment plans. Completion of this client outcomes project has been on hold because of staff shortages, but will be re-activated during FY92.

**Action Step #1:** Expected Completion Date: 9/1/90.

[COMPLETED]. Prepare a position paper outlining a suggested method to be adopted by DFS for establishing critical success variables (CSVs) for CPS cases, based on a search of the CSV literature.

**Action Step #2:** Expected Completion Date: 12/31/91. Present an updated version of the FY91 position paper and client outcomes project plan to the DFS Director, after consulting with the staff of the new U of M Family Resource Center and reviewing the new CPS field staff performance requirements prepared by the DFS Personnel Unit.

**Action Step #3:** Expected Completion Date: 6/30/92. Present

the proposed CVSSs and a plan for implementing and testing them to the DFS Director and the CPS standing committee for review.

**Action Step #4:** Expected Completion Date: 12/31/92. Test the new CSV policies and procedures in two localities, making provisions for evaluation of CSV policy and procedures at three and six months.

**Objective 3-c:** To meet the new federally mandated requirements for a child welfare services reporting system, DFS will develop a new management information system, utilizing federal IV-B funds, other federal funds and appropriated state general funds.

**NOTE:** Incorporation of MIS improvements is contingent upon the availability of funding for system changes. Montana will utilize federal IV-B funding to make development of the mandatory CW federal reporting system possible but awaits information about additional available federal funding for MIS development to meet the federal requirement. Montana DFS will also request state funding for MIS development from the Montana Legislature. The department's MIS will meet federal standards and give Montana DFS expanded capacity to plan for, monitor and evaluate child welfare services, especially foster care, adoption and permanency planning services. The new MIS will also improve the functioning and the utilization of the department's Protective Service Information System (PSIS) for management and planning of DFS CA/N protective services and investigations. PSIS, part of DFS' overall Client Data Base computer system, is a system for tracking CA/N referrals received and CA/N investigations completed.

**Action Step #1:** Expected Completion Date: 11/1/90.

[COMPLETED: Creation of policy manual section DFS 107-2 (11/90)]. Montana DFS will establish a policy for a standard procedure that should be used to monitor the submission of DFS 110-A reports to the PSIS system.

(110-A reports contains basic data regarding completed CA/N investigations.) The purpose of this monitoring system will be to assure that there is a completed 110-A report for all CA/N referrals received at DFS local offices, with a copy in case files at local offices and a copy sent in to the PSIS system.

**Action Step #2:** Expected Completion Date: 6/30/91.

[COMPLETED.] The fall, 1990 and spring/summer 1991 case record management reviews by the Research and Planning Bureau will include a check of foster care and CPS case records for presence of DFS 110-A reports.

**Action Step #3:** Expected Completion Date: 9/30/91. A new Supplemental Case Record Management Checklist form for policy manual section 107-90 will be created for use by DFS social worker supervisors -- following testing of draft forms during the fall, 1990 and spring/summer 1991 case record management training and reviews.

**Action Step #4:** Expected Completion Date: 9/30/91. A uniform intake log for all CA/N referrals will be created for use in all county offices. The intake log created used will meet the DFS 107-2 standards.

**Action Step #5:** Expected Completion Date: 6/30/91.

[COMPLETED.] A new Regional Program Audit instrument will be created by the DFS Audit Unit. It will include a check of the intake log system to ensure that 110-A reports are present in local on-going case files.

Action Step #6: Expected Completion Date: 10/30/91. An

updated Local Office Assessment tool will be created by the Research and Planning Bureau.

Action Step #7: Expected Completion Date: 12/31/90.

[COMPLETED]. Montana DFS will identify needed improvements in the PSIS-CA/N reporting system and DFS' Client Database system that will be incorporated into an enhanced DFS Management Information System. The Montana Department of Administration completed a preliminary cost analysis to assist DFS in planning for a new management information system. The following MIS system needs for DFS were identified in their draft report and included in the 12/90 HB100 report:

1. A system which will track a DFS client from the initial referral through all services until the client case is permanently closed.
2. A system which provides DFS caseworkers at the county level the ability to enter the required data on-line on local computers, relieving much of the necessary duplication of effort created by the numerous paper forms now used. It should give them a means of using this data to assist them in performing their day-to-day functions.
3. A system which provides DFS supervisors at the county and regional levels with an automated means of reviewing cases to ensure that all cases are being handled according to DFS policy.
4. A system which provides DFS regional office staff with a central source of data to ensure that DFS policies are being followed.
5. A system which provides the DFS central office staff with a central source of data that can be used to generate the summaries, projections and analyses needed for effective statewide program management and to meet all state and federal



reporting requirements.

**Action Step #8: Expected Completion Date: 1/1/94. If**

funding allows, Montana DFS will implement a FY92-FY94 plan for MIS development, including the following key phases:

1. the system requirements analysis would be completed in FY92, beginning 7/1/91 and ending 1/1/92;
2. system design and development would be completed during FY93 and FY94 with an implementation date of January 1, 1994;
3. the system would be developed on the state mainframe computer and accessed by IBM PC compatible computers located in all counties.

**Action Step #9: Expected Completion Date: 6/30/93. Montana**

DFS will revise the 110-A CA/N investigation report form to make it more useful to social workers and supervisors, possibly capturing additional data elements determined to be needed for effective child protection services.

**Action Step #10: Expected Completion Date: 1/1/92. DFS**

will analyze the system requirements for improvement of the CA/N-PSIS portion of the Client Data Base system within the new DFS MIS.

**Action Step #11: Expected Completion Date: 9/30/90. [FY90:**

COMPLETED]; 9/30/91; 9/30/92. The department will analyze PSIS data on CA/N referrals and relate it to case record management practices in CPS services -- as part of Montana DFS's Quality Control Plan for Case Record

Management, developed in response to the recommendations from the State of Montana Office of the Legislative Auditor (OLA) in the OLA's 6/90 CPS performance audit report.

**Action Step #12:** Expected Completion Date: 12/31/91.

Montana DFS will complete modifications to the PSIS portion of the Client Data Base computer system which will enable DFS to resume production of regular and special monthly and year-to-date PSIS-CA/N reports containing county and regional data (both summary data and data on individual cases) concerning CA/N referrals investigated.

**Action Step #13:** Expected Completion Dates: 10/31/90. [FY90 report: COMPLETED]; 10/31/91; 10/31/92. Montana DFS will produce PSIS year-end CA/N summary reports for FY90, FY91 and FY92 and distribute these to DFS regional offices and other interested parties.

**Action Step #14:** Expected Completion Date: 3/31/91. [FY91: COMPLETED]; 11/31/91; 11/31/92. Montana DFS will produce analytical reports based on PSIS year-end CA/N data reports, identifying patterns, trends and important findings concerning CA/N referrals and CA/N investigations at the statewide, regional and county levels.

**Action Step #15:** Expected Completion Date: 12/1/90, for reports for the 1991 legislative session [COMPLETED]; 11/31/92, for reports for the 1993 legislative session. In preparation for the 1991 and 1993 sessions of the

Montana Legislature, DFS will analyze PSIS-CA/N data and produce reports and analyses regarding trends in CA/N referrals and CA/N investigations for the FY85-FY90 period and for the FY85-FY92 period.

**Action Step #16:** Expected Completion Date: 12/31/90.

[FY91: COMPLETED]; 12/31/91; 12/31/92. Montana DFS will utilize PSIS-CA/N data to report significant trends in CA/N referrals and CA/N investigations to the Regional Office of the Administration for Children and Families.

**Objective 3-d:** Montana DFS will devise and implement a plan by which there will be an on-going, systematic, uniform monitoring of foster care cases to ensure that they comply with federal 427 and IV-E regulations, including recent additions to the 427 requirements.

**Action Step #1:** Expected Completion Date: 8/31/90.

[COMPLETED]. DFS Research and Planning Bureau staff will submit a plan to the Administrator of the Protective Services Division for an on-going systematic and uniform monitoring of foster care cases and CPS cases not involving placements to ensure that they comply with federal 427 and IV-E regulations and/or DFS case record management policies.

**Action Step #2:** Expected Completion Date: 1/31/91.

[COMPLETED]. An updated proposal for on-going, systematic and uniform monitoring of foster care cases and CPS cases not involving placements will be submitted to DFS

Director for approval after the fall, 1990 case record reviews.

**Action Step #3:** Expected Completion Date: 8/31/91.

[COMPLETED.] Complete training for social worker supervisors in all DFS offices in procedures for case record management compliance and systematic monitoring of foster care cases and of CPS cases not involving placements.

**Action Step #4:** Expected Completion Date: 10/31/91.

Implement compliance procedure and systematic monitoring of foster case cases and CPS cases not involving placement in all DFS offices, upon completion of supervisor training (step #3).

**Action Step #5:** Expected Completion Date: 10/31/91 and quarterly thereafter through 6/30/93. DFS Research and Planning Bureau reviews progress in compliance with procedures for systematic monitoring of foster care cases in all DFS offices.

**Objective 3-e:** Montana DFS will, within the limits of available funding resources for MIS development, modify the current DFS management information system (Client Database) to meet the new federally-mandated data requirements regarding youth in foster care.

**Action Step #1:** Expected Completion Date: 11/30/90.

[COMPLETED]. Montana DFS will complete its analysis of

the new foster care data requirements that have been mandated by the federal government.

Action Step #2: Expected Completion Date: As soon as clarification is received from federal and state agencies concerning the financial resources that are definitely available for MIS development. Montana DFS will complete a MIS development work plan. (A preliminary work plan has been completed. See Objective 3-c, action steps #7 - #8.)

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GOAL #4: Develop DFS-community partnerships and coalition building.

Objectives under Goal #4:

Objective 4-a: Montana DFS will implement a CA/N Prevention Services plan which will be developed under a contract with the Montana Council for Families (created via merger of Parents Anonymous and the Montana Committee for the Prevention of Child Abuse).

Action Step #1: Expected Completion Date: 8/31/91.

[COMPLETED.] The Montana Council for Families will submit a draft strategic plan for the prevention of child abuse and neglect. The plan will be based on (a) the statewide child abuse prevention planning project initiated



in 1989, (b) two earlier reports prepared under the contract (Children Families and Communities and Dare to Care: Child Abuse Hurts Everyone) and (c) FY91 planning efforts under the DFS contract for prevention planning.

**Action Step #2:** Expected Completion Date: 9/30/91. Montana DFS will approve or amend the plan submitted and will establish time frames and DFS responsibilities for implementation of the plan.

**Action Step #3:** Expected Completion Date: 6/30/92. DFS will review and evaluate FY92 progress concerning the child abuse prevention plan.

**Objective 4-b:** Montana DFS Central Office staff will provide guidance and technical assistance to the five DFS regional offices, the statewide ten local youth services advisory councils and the State Youth Services Advisory Council. Periodic meetings are designed to encourage the exchange of ideas and the negotiation and implementation of agreed-upon priority recommendations.

**Action Step #1:** Expected Completion Date: Bi-monthly -- FY91 [COMPLETED], FY92 AND FY93. DFS Central Office staff meets with the DFS Management Team, including the Regional Administrators, to assess past and current service delivery projects, and plan new and/or modified approaches to effective delivery systems.

**Action Step #2:** Expected Completion Date: Quarterly or as needed -- FY91 [COMPLETED], FY92, FY93. DFS Central

Office staff meets with the State Youth Services Advisory Council (SYSAC) and the DFS-SYSAC liaison (the Juvenile Justice Bureau of the Montana Board of Crime Control).

**Action Step #3:** Expected Completion Date: Yearly -- 10/31/91. DFS reviews updates of FY92-93 local advisory council plans and develops them into a state youth services plan considering the recommendations of

the state council, actions of the Montana Legislature, needs assessments and federal program reviews.

**Objective 4-c:** Montana DFS will work closely and cooperatively with the Department of Social and Rehabilitation Services regarding the new Developmentally Disabled Services System.

**Action Step #1:** Expected Completion Date: 6/30/93 -- on-going, as needed during FY91 [COMPLETED], FY92 and FY93. An inter-agency task force comprised of staff from DFS, SRS, MAP, DDPAC and the Department of Institutions will meet throughout each year during FY91-93 on an as-needed basis to identify funding sources, develop community resources and design an effective delivery system for serving difficult to place, dually-diagnosed youth (developmentally disabled and emotionally disturbed).

**Action Step #2:** Expected Completion Date: 7/1/90. [COMPLETED.] Montana DFS will enter into a new contract for services for a four-bed group home for dually

diagnosed youth who are both developmentally disabled and emotionally disturbed. [Also see Objective 6-d, step #2.]

**Action Step #3:** Expected Completion Date: 7/1/91.

[COMPLETED.] Montana DFS will develop two additional four-bed facilities for dually diagnosed youth who are both developmentally disabled and emotionally disturbed.

**Action Step #4:** Expected Completion Date: 7/1/91.

[COMPLETED.] DFS will procure funding through the State Health Facilities Authority to build new buildings to house the four-bed groups referred to in action steps #2 and #3.

**Objective 4-d:** Montana DFS will continue to work on and resolve child care/day care issues throughout the state.

**Action Step #1:** Expected Completion Date: 6/30/91. [FY91: COMPLETED]; 6/30/92; 6/30/93. Montana DFS will continue its effort to play a specific and important role in welfare reform by attempting to increase the availability of quality child care. Coordinating its efforts with the Job Service, DFS firmly believes that available child care is a necessary ingredient in the formula designed to increase the potential of job-seeking parents.

**Action Step #2:** Expected Completion Date: 8/1/90.

[COMPLETED]. Montana DFS will receive notification from the Governor's budget process regarding DFS requests for a day care rate increase and an increase for day care

referral and resource programs.

**Action Step #3:** Expected Completion Date: 12/31/90.

[COMPLETED]. DFS will meet with the State Child Care Advisory Council to review the council's recommendations for requests to the 1991 Legislature.

**Action Step #4:** Expected Completion Date: 7/1/90.

[COMPLETED]. Montana DFS will enter into contracts for services with seven local non-profit corporations for child care resource and referral (R&R) services and transitional day care services.

**Action Step #5:** Expected Completion Date: 1/1/91.

[COMPLETED]. Two additional contracts will be entered into with local groups for child care R&R services and transitional day care services, for a total of nine R&R agencies.

**Action Step #6:** Expected Completion Date: 7/24/91.

[COMPLETED]. DFS will make application for the new child care block grant funds from the Family Services Administration.

**Action Step #7:** Expected Completion Date: 6/30/92. DFS

will utilize the day care improvement grant and the dependent care grant to train child care resource and referral providers.

**Objective 4-e:** Montana DFS will complete and distribute the report required by HB100 of the 1989 Montana Legislature. HB100

directed the department to prepare a report for the 1991 legislature containing a plan for the completion of the continuum of care for youth in DFS' custody or within DFS' legal mandate.

**Action Step #1:** Expected Completion Date: 12/31/90.

[COMPLETED: 12/90 HB100 report, Building an Adequate Service System for Children and Families: Montana's Opportunity to Effectively Protect Children and Strengthen Families]. Montana DFS will prepare and distribute a final HB100 report after considering the recommendations emerging from the Governor's Conference on Children, Youth and Families (July 9-10, 1990), the recommendations of the Governor's task force studying means for improving services to children in Montana, and the results of DFS' HB100 research and needs surveys.

**Action Step #2:** Expected Completion Date: 12/31/90.

[COMPLETED]. Montana DFS will prepare all needed documentation and background reports needed for HB 100-related testimony for the 1991 Montana Legislature.

**Action Step #3:** Expected Completion Date: 4/30/91.

[COMPLETED]. DFS will utilize the HB100 research and other data sources in testimony before the Montana Legislature and in providing data to requesting groups during the 1991 legislative session.

**Action Step #4:** Expected Completion Date: 6/30/92; 6/30/93.

Update the HB100 needs survey for FY92 and FY93.



Objective 4-f: Montana DFS will cooperate with and give assistance to public and private advocacy and service development organizations and projects to develop needed services that address gaps in the continuum of care. DFS will continue to work with a variety of groups such as:

the DFS State Youth Services Advisory Council (SYSAC), the ten DFS Local Youth Services Advisory Councils (LYSACs), DFS Regional Offices, the DFS Public-Private Policy Advisory Group, Office of Public Instruction, Mental Health Bureau and the CASSP Project of the Department of Corrections and Human Services, Department of Health and Environmental Sciences, Department of Social and Rehabilitation Services, Montana Department of Justice (Board of Crime Control/Juvenile Justice Bureau), Attorney General's Office, Montana Council for Families (formed by the 1990 merger of Parents Anonymous of Montana and the Montana Committee for the Prevention of Child Abuse), Prevention Assistance Team, Montana Children's Alliance (and MCA's Montana Children's Agenda), Social Work Department of the University of Montana, ACTION/VISTA, Montana Residential Child Care Association, Healthy Mothers/Babies Coalition of Montana, Montana Foster/Adoptive Parents Association, Montana Children's Trust Fund, Montana Advocacy Program, US West Foundation (and the groups associated with its Early Childhood Initiative), Developmental Disabilities Planning and Advisory Council, PLUK (Parents, Let Unite for Kids), Montana Committee for Emotionally Disturbed Children, Montana Mental Health Advisory Council, Montana Native American Coalition, Montana United Indian Association, Montana Indian tribes and reservations and urban Native American centers, Montana Chapter of the Association of Social Workers, Montana Coalition Against Domestic Violence, Montana Federation of Big Brothers and Big Sisters and other key public and private agencies and organizations.

Action Step #1: Expected Completion Date: 10/1/90. [FY91: COMPLETED]; 10/1/91; 10/1/92. Montana DFS will renew its contract with the Federal ACTION office for six VISTA volunteers who are assigned to the foster care independent living program.

Action Step #2: Expected Completion Date: 7/1/90. [FY91: COMPLETED]; 7/1/91 [FY92: COMPLETED]; 7/1/92. Montana

DFS will enter into renewed contracts with local domestic violence/spouse abuse shelter programs.

Action Step #3: Expected Completion Date: 7/1/90. [FY91: COMPLETED]; 7/1/91 [FY92: COMPLETED]; 7/1/92. Montana DFS will enter into renewed contracts with local Big Brothers and Big Sisters organizations.

Objective 4-g: Montana DFS will work cooperatively with the Montana Native American Coalition to co-sponsor services to Indian children and youth, including assisting in the development of proposals to target the needs of Native American children and families. [Also see Objectives 1-g and 6-g.]

Action Step #1: Expected Completion Date: 6/30/91. [FY91: COMPLETED]; 6/30/92; 6/30/93. Montana DFS's ICW will continue to staff the Montana Native American Coalition by attending quarterly meetings for a total of twelve sessions during FY91-93. The ICW specialist will act as a liaison for the coalition and other child welfare agencies including DFS.

Objective 4-h: Montana DFS will review the recommendations of the May 12-17, 1991 Program Review conducted by a joint federal-state team led by the Denver ACYF Children's Bureau program specialist and consider the implications of recommendations made for Montana's program planning process.

Action Step #1: Expected Completion Date: 5/17/91. [COMPLETED.] Complete the federal Program Review,

5/12/91 - 5/17/91 of Montana's child welfare services.

Action Step #2: Expected Completion Date: 9/30/91. Review the Program Review report, if available by this date.

Action Step #3: Expected Completion Date: 1/31/92. DFS will examine the implications of the federal Program Review recommendations made for Montana's program planning process and planning for the 1993 Montana Legislature.

Objective 4-i: Montana DFS will work closely and cooperatively with the DD Division of the Montana Department of Social and Rehabilitation Services (SRS) regarding the DDD/SRS Specialized Family Care program (Part H, Education of the Handicapped Act).

Action Step #1: Expected Completion Date: 2/28/91.

[COMPLETED.] DFS confirms appointment of Central Office staff person to the DDD/SRS Part H committee.

Action Step #2: Expected Completion Date: 6/30/92. DFS will participate in the Part H committee, review and screening panel and the decision panel.

Objective 4-j: Montana DFS will work with the Mental Health Division of the Montana Department of Corrections and Human Services (DCHS) to develop and expand mental health services for children and adolescents, in accord with Goals 15, 16, 17 and 25 of the Montana Mental Health Goals for Fiscal Years 1992-1994.

Action Step #1 (Goal 15): Expected Completion Date: 7/1/92.  
Goal 15: Develop and establish a comprehensive written

interagency agreement involving the Departments of Family Services, Social and Rehabilitation Services, Health, Corrections and Human Services, and the Office of Public Instruction, establishing a joint planning and implementation process for services to children and adolescents with severe emotional disturbance and their families.

The agreement will include establishment of an interagency committee which meets on a regular basis to accomplish the following tasks: carry out the terms of the agreement, identification of which populations of children and adolescents will be the responsibility of which agencies, refinancing of children services, culturally-sensitive community-based system of services, training and technical assistance, targeted case management, implementation of the State Mental Health Plan, common definitions, joint implementation of service projects under the second year of the CASSP project, and establishment of an automated information system.

The written agreement will be developed by an interagency team. Its first objective will be to complete an interagency agreement between Family Services and Corrections and Human Services by August 31, 1991, which will be expanded to include the other agencies by July 1992. The proposed agreement which will be submitted to the respective agency directors for approval and signature. The plan is for the base agreement to be developed initially with the appendixes to follow as detailed terms are completed.

**Action Step #2 (Goal 16): Expected Completion Date: 9/30/92.**

**Goal 16:** Establish a jointly-funded pilot program for children and adolescents with severe emotional disturbance which demonstrates a comprehensive system of care comprised of the full array of services established in the Mental Health Division's vision statement. The system of services will be developed in phases and jointly with the Departments of Family Services, Social and Rehabilitation Services and the Office of Public Instruction and with a local community.

The system's development will be incremental. The first step will be establishment and implementation of a community organizer position through funding from the Montana CASSP project. This requires the completion of a contract by November 1, 1991 and hiring of a person by January 1, 1992.



The second step is the implementation of targeted case management for children and adolescents in Missoula County through Title XIX (medicaid) by December, 1991. This includes the hiring of a case manager through CASSP project funds to provide targeted case management services to SED youth in Missoula County who are not Title XIX eligible. This would be a joint project with Department of Family Services, Missoula County Commissioners and the Region V Community Mental Health Center (CMHC) of Missoula.

The third step is the DCHS Mental Health Division's continued working with the Department of Family Services to jointly implement whenever possible various demonstration projects proposed and funded under DFS for fiscal years 1992-93. A part of this joint effort will be the participation in the development of a state plan for children services under the leadership of the Department of Family Services in fulfillment of SB 205 established criteria. Participation will include the CMHC's and the regional planning councils of DFS.

The fourth step is to obtain additional funding for service development, specifically grants from federal governments and private foundations. A grant writer will be available by contract under the second year of the CASSP project. This will be accomplished by September, 1992.

The fifth step is to develop, expand and involve an informed constituency in the formulation and passage of essential legislation and funding. This is to be accomplished by information sharing with various boards, committees, organizations, parent support groups and through contract with a parent advocacy organization for training of parents as advocates. This is to be accomplished by September 1992.

The sixth step is to develop services that will enable an adolescent with severe emotional disturbance and their family to experience a passage from the children's service system to the adult system without a break in essential services. The services will be directed at enabling the adolescent upon reaching the age of majority to live in as independent an environment as possible. The first step and service is case management. The identification of the types of services needed will begin with the Third Annual State Conference On Mental Health Issues and a panel presentation on transition services. This step will be accomplished by October 12, 1991. Financial support for the panel members is through the CASSP project.



Services demonstrated as appropriate and effective will become a part of the contracts between the Mental Health Division and the regional Community Mental Health Centers beginning with fiscal year 1998.

**Action Step #3 (Goal 17): Expected Completion Date:12/31/91.**

**Goal 17:** Develop and implement a proposal to reorganize the financing of services for children and adolescents with severe emotional disturbance and their families.

This goal is essential in developing an array of services. It involves the completion of a interagency study by December 31, 1991 to find ways to increase non-state funds. The results of this study would be used by the Departments of Family Services, Social and Rehabilitation Services, Health, and Corrections and Human Services in the development of their respective budgets for fiscal years 1994-95. The ultimate goal would be the implementation of a statewide system of services by the year 2000.

To implement this goal, the DCHS Mental Health Division would contract with a consultant to assist an interagency team comprised of DFS, SRS, and DCHS by October 1991. The study would be completed by December 31, 1991, and its results and recommendations would be included in the agencies' budget proposals for FY 94-95.

**Action Step #4 (Goal 25): Expected Completion Date:12/31/91.**

**Goal 25:** Develop and promote training to improve the cultural sensitivity of mental health system workers, especially for Native American cultures.

A cultural liaison will be identified in each mental health center with the ability, skills, knowledge, and an assignment to provide mental health services in a culturally-sensitive manner to minority groups, particularly Native Americans. The cultural liaison will be a designated professional staff person who will be freed from duties to attend training identified by DCHS as essential to developing the skills and knowledge to carry out this role. The cultural liaison will have as an additional professional duty the responsibility for consulting with other service providers within the community mental health center on delivery of culturally-appropriate services.

DCHS will include as part of the contract with Community Mental Health Centers the requirement to designate a cultural liaison. The liaison is to be

designated by January 31, 1992. DCHS, in collaboration with PLUK (Parents, Let's Unite for Kids) and other state agencies, will arrange for the completion of a minimum of one training session by August 31, 1992 for the cultural liaisons. Through its joint sponsorship of the 3rd Annual Conference on Services for Children and Adolescents With Emotional Disturbance and Their Families, DCHS will provide two workshops on Native American culture and issues in delivery of social and mental health services by September 24, 1991. The Mental Health Division will complete a training plan which provides for a minimum of one training session per year for the biennium on Native American cultures which the liaisons will be required to attend.

The training of the cultural liaisons and other mental health professionals is an ongoing goal. DCHS will include in each of its contracts for provision of mental health services to adults or children the requirement that the contractor demonstrate how cultural sensitivity is being provided in the delivery of service and how training regarding cultural issues of clients served is provided to all staff.

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**GOAL #5: Update the DFS policies and procedures manual.**

**Objectives under Goal #5:**

**Objective 5-a:** The DFS central office staff will complete the update and reformatting of the Montana DFS Policy Manual.

**Action Step #1:** **Expected Completion Date: 3/31/92.** Using a process, schedule, priorities and format set forth by the DFS Program Bureau and the DFS manuals coordinating committee, the DFS Policy Manual will be reissued.

**Objective 5-b:** The DFS Central Office staff will update the DFS Policy Manual, or issue interim policy instructions, as needed to

incorporate changes in federal laws, policies and regulations.

Action Step #1: Expected Completion Date: 10/31/90. [FY91: COMPLETED]; FY92: 10/31/91; FY92: 10/31/92. Review currently applicable federal regulations to ensure that the DFS Policy Manual appropriately reflects current legislation.

Action Step #2: Expected Completion Date: 12/31/91; 12/3/92. Complete DFS policy manual modifications as necessary, reflecting any federal rules changes.

Objective 5-c: The DFS Central Office staff will update the DFS Policy Manual, or issue interim policy instructions, as needed after the 1991 Montana Legislature to reflect changes in Montana law.

Action Step #1: Expected Completion Date: 6/30/91. [COMPLETED.] Review all completed legislative actions related to children, youth and family services.

Action Step #2: Expected Completion Date: 12/31/91. Incorporate appropriate changes into the DFS manual -- or issue temporary policy instructions until the appropriate manual sections are fully revised.

Objective 5-d: Montana DFS will ensure that each new staff receives training on the use of the policy manual and that there is follow-up training provided by field supervisors on a regular basis.

Action Step #1: Expected Completion Date: 8/31/91. The DFS

Training Officer will develop a FY92 policy manual training schedule for DFS field staff.

**Action Step #2: Expected Completion Date: 6/30/92.**

Complete FY92 training of DFS field staff in the use of the department's policy manual.

**Objective 5-e:** The Personnel Unit of Montana DFS will establish the policy that the DFS staff performance appraisal system includes a requirement that staff will review policy regularly, at a minimum those policy manual sections that pertain directly to their jobs.

**Action Step #1: Expected Completion Date: 9/30/91.** The DFS Personnel Unit will initiate the requirement that each supervisor provide training to staff every other month on the policy manual. This requirement will become part of the standards for performance appraisals of social worker supervisors that will be developed by the DFS Personnel Unit during FY92.

**Action Step #2: Expected Completion Date: 9/30/91.** The DFS Personnel Unit will initiate the requirement that regional management staff will conduct random checks to insure that training on the policy manual is being provided every other month by social worker supervisors. When the standards for performance appraisals of social worker supervisors are revised during FY92 by the DFS Personnel Unit to include the



training requirement in step #1, a process for monitoring will be instituted by the DFS Regional Administrators, who are responsible for performance appraisals of social worker supervisors.

**Action Step #3:** Expected Completion Date: 9/30/91. The DFS Personnel Unit will initiate the requirement that each field staff performance pre-appraisal have at least one item that pertains to training of staff on the use of the DFS policy manual. This requirement will become part of the standards for performance appraisals of social worker supervisors that will be developed during FY92 by the DFS Personnel Unit.

**Objective 5-f:** The Montana DFS Indian Child Welfare Specialist will review any revisions of the department's policy manual that primarily affect services to Native American children and families.

**Action Step #1:** Expected Completion Date: 6/30/91. [FY91: COMPLETED]; 6/30/92; 6/30/93. Each year the DFS Indian Child Welfare Specialist will review all DFS policy manual modifications that primarily affect Native American children.

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GOAL #6: Review Montana DFS services and gaps in the continuum of services. Based on this review, follow-up with service development.

Objectives under Goal #6:

Objective 6-a: Montana DFS will review the recommendations of the Governor's FY90 task force and related reports and studies on improving children's services in Montana.

Action Step #1: Expected Completion Date: 7/31/90.

[COMPLETED]. DFS staff and advisory council members from all DFS regions will attend the July 9-10, 1990, Governor's Conference on Children, Youth and Families.

Action Step #2: Expected Completion Date: 7/31/90.

[COMPLETED]. DFS will review the recommendations of the Governor's task force studying Montana's DFS and the means of improving services to children throughout Montana.

Action Step #3: Expected Completion Date: 8/31/90.

[COMPLETED]. DFS will review the recommendations of the Governor's Human Services Subcabinet [8/28/90 report] concerning the future of the Department of Family Services and children's services in Montana.

Action Step #4: Expected Completion Date: 12/31/90.

[COMPLETED]. DFS will review the recommendations of the State Youth Services Advisory Council (SYSAC) as decided at the SYSAC's 12/90 meeting.

Objective 6-b: Montana DFS will create a new Community Services Division, for the purpose of resource development and maximizing DFS efforts at completing the continuum of services.

Action Step #1: Expected Completion Date: 1/31/91.

[COMPLETED]. DFS will establish a new Community Services Division.

Objective 6-c: Montana DFS will create a DFS Action Plan and overview of the DFS philosophy of children's services, include both the plan and the philosophy in the DFS HB100 report for the Montana Legislature, and initiate implementation of the plan.

Action Step #1: Expected Completion Date: 12/31/90.

[COMPLETED]. A HB100 Action Plan and overview of the DFS philosophy of children's services will be included in the DFS HB100 report for the Montana Legislature.

Action Step #2: Expected Completion Date: 2/28/91.

[COMPLETED]. DFS will establish a Public/Private Policy Advisory Group, with which the agency (specifically, Community Services Division staff) will work during FY92 to design a system of care for out-of-home services and develop standards for when a child will be placed in a certain level of out-of-home care.

Action Step #3: Expected Completion Date: 6/30/92. In

conjunction with the Public/Private Policy Advisory Group, DFS will:

1. develop an evaluation methodology for assessing children's needs and identifying appropriate placement options;
2. develop a common application form for statewide use with children being considered for out-of-home placements; and
3. resolve the issue of the cost of services in the continuum and develop payment rates for the levels

of care that are identified.

Action Step #4: Expected Completion Date: 6/30/92. DFS

will pilot a continuum of services system in each of the five regions. DFS will:

1. design and initiate a plan for the full continuum of services, starting with regional pilot projects;
2. identify services needs for the continuum regionally;
3. develop and implement Requests for Proposals (RFPs) for needed services and award contracts; and
4. expand the agreements with the Indian tribes and explore the option of contracting with the Tribes for provision of basic child protection services.

Action Step #5: Expected Completion Date: 6/30/92. DFS

will use Medicaid residential treatment funds transferred to the department by SRS to develop services designed to reduce the numbers of children inappropriately placed in in-patient psychiatric care and to dramatically increase in-state treatment options. The funds will be used to:

1. initiate pilot projects for family-based services and in-home family support services in each region, to reduce the number of out-of-home placements;
2. expand family foster care and group home care services;
3. develop and expand therapeutic foster care and therapeutic group home care services;
4. develop specialized group care alternatives for medically needy children; and
5. develop residential treatment programs statewide.

Action Step #6: Expected Completion Date: 6/30/92. During FY92 DFS will work to maximize Title XIX funding -- including the hiring [COMPLETED] of an additional staff person at the DFS Central Office by 3/1/91 for this purpose. In addition, DFS will:

1. use a portion of the funds transferred by SRS to DFS from Medicaid residential treatment services to meet current treatment obligations;
2. pursue funding under Medicaid for less intensive out-of-home care services;
3. more fully utilize the SRS "Kids Count" program (i.e., EPSDT: Early Periodic Screening, Diagnosis and Treatment) program to screen children in foster care for medical needs;
4. use the SRS Kids Count/EPSDT program for identifying and meeting the medical needs of children receiving CPS services from DFS who are IV-E eligible;
5. attempt to coordinate with Medicaid for partial funding of services provided in the DFS therapeutic foster care program [= Action Step #2, Objective 6-d].

Action Step #7: Expected Completion Date: 8/31/91. DFS will develop an interagency agreement with the Department of Corrections and Human Services regarding emotionally disturbed and severely emotionally disturbed children, clarifying the two departments' respective roles and responsibilities. (See Objective 4-i, action step #1.)

Objective 6-d: Montana DFS will continue its effort to increase the state's capacity to serve youth placed in specialized and

therapeutic foster care. Services for approximately thirty-five more youth are planned.

Action Step #1: Expected Completion Date: 6/30/91.

[COMPLETED 12/90]. Montana DFS will refine and expand its definition of specialized foster care to allow for more flexibility in the provision of services.

Action Step #2: Expected Completion Date: 1/31/92. DFS

will attempt to coordinate with Medicaid for partial funding of DFS therapeutic foster care services.

Objective 6-e: Montana DFS will improve its method of tracking juvenile justice aftercare services provided to Montana youth leaving Montana DFS's juvenile correctional facilities.

Action Step #1: Expected Completion Date: 12/31/90.

[COMPLETED]. Conduct a complete review of the new monthly caseload reporting procedure begun 6/90 for DFS Juvenile Justice Aftercare Counselors.

Action Step #2: Expected Completion Date: 2/28/91.

[COMPLETED]. Make modifications, if needed, to the aftercare counselors' caseload reporting procedure and/or forms as indicated by review.

Action Step #3: Expected Completion Date: 12/31/91. DFS

will analyze the system requirements for incorporation of the tracking of aftercare counselor services within the new DFS MIS.

Objective 6-f: Montana DFS will continue its efforts to develop in-state resources in order to return and permanently place Montana youth currently in out-of-state placements for treatment.

Action Step #1: Expected Completion Date: 10/31/90.

[COMPLETED]. Montana DFS will complete an assessment, including on-site visits, of all youth placed in out-of-state facilities.

Action Step #2: Expected Completion Date: 6/30/91. [FY91: COMPLETED]; 6/30/92; 6/30/93. The DFS Central Office will issue requests for proposals yearly to solicit and ensure the provision of in-state intermediate treatment services.

Objective 6-g [= Objective 1-g]: Montana DFS will (a) develop service delivery agreements with Montana Indian reservations upon request, (b) negotiate IV-E foster care services contracts with reservations as appropriate and (c) recommend policy that enhances services to Youth in Need of Service/Delinquent youth on Montana Indian reservations.

Action Step #1: Expected Completion Date: 1/31/91.

[COMPLETED]. Montana DFS' Indian Child Welfare Specialist will recommend policy changes to allow all children access to IV-E placement and maintenance monies. The policy will be developed and presented to the Montana Legislature's Standing Committee on Indian Affairs for their review and comment.

Action Step #2: Expected Completion Date: 5/31/91.

[COMPLETED.] DFS will train DFS regional staff and social worker supervisors near the Flathead, Rocky Boy, Northern Cheyenne and Crow reservations concerning the implementation of new IV-E foster care service contracts with these four reservations.

Action Step #3: Expected Completion Dates: Northern

Cheyenne, 7/13/91; Flathead Reservation, 7/23/91;

Rocky Boy's Reservation, 8/6/91; Crow Reservation,

9/1/91. DFS and the four reservations listed in action step #2 will negotiate and sign IV-E foster care service contracts, utilizing the authorization for IV-E contracting with reservations that was obtained from the 1991 Montana Legislature.

Action Step #4: Expected Completion Date: 6/30/92; 6/30/93.

DFS will continue to work with the reservations to identify and serve IV-E eligible children and youth.

Action Step #5: Expected Completion Date: 6/30/92; 6/30/93.

DFS will pursue alternate sources of funding for training concerning services to children living on reservations, particularly foster/adoptive parent training.

Action Step #6: Expected Completion Date: 6/30/93. All

state/tribal agreements will have to be amended to include services to YINS/Delinquent youth. These amendments will be drafted on a reservation-by-

reservation basis upon request of Tribal councils. It is anticipated that all seven agreements will be amended by 6/30/93. Montana DFS will recommend policy that enhances services to Youth in Need of Service/Delinquent youth, and develop service delivery agreements with Montana Indian reservations upon request.

Objective 6-h: Montana DFS will continue to promote the Family Treatment Model, originally proposed for Billings in 1990, as a statewide treatment option for inter-departmental use.

Action Step #1: Expected Completion Date: 6/30/91.

[COMPLETED]; 6/30/92; 6/30/93. DFS' Indian Child Welfare Specialist will provide on-going technical assistance and consultation concerning the Family Treatment Model to ensure that special needs of Native American families are addressed. The ICW Specialist will meet with the Billings developmental team and be an active member of the project's advisory board.

Action Step #2: Expected Completion Date: 8/31/90.

[COMPLETED.] An application for federal funds (HHS discretionary grants for family preservation programs) for the Billings family treatment project will be submitted.

[8/91: The application to HHS was submitted in 1990 -- but not funded. See action step #4.]

Action Step #3: Expected Completion Date: 6/30/92.

Although the 1991 Family Reunification Model project's grant application did not receive the federal funds requested during 1990, the ICW Specialist will continue to advocate for the special needs of Native American children, youth and families during the planning process of the newly-formed Community Services Division of DFS.

Action Step #4: Expected Completion Date: 8/26/91.

[COMPLETED.] DFS will submit a grant application to DHHS/ACF under the Emergency Child Abuse and Neglect Services Program (93554.911) for children and families affected by substance abuse, Federal Register, July 11, 1991 -- for the Billings family reunification treatment project referred to in action step #2.

Objective 6-i: Montana DFS will develop and implement family-based services (FBS) programs in each of the five DFS regions -- building on the two FY91 pilot projects already operating since 9/90 in DFS' Eastern Region. Developing FBS programs statewide will implement the recommendation of the DFS local and state youth services advisory councils that creating FBS services for preserving families and preventing out-of-home placements is their top program development priority.

Action Step #1: Expected Completion Date: 4/15/91.

[COMPLETED]. Montana DFS will submit an application for technical assistance on FBS service development to the

National Resource Center for Family-Based Services. If the application is approved, it is DFS' intention to include this technical assistance and training will be part of DFS training in the summer of 1991. [7/91 update: DFS' Application was approved 6/10/91. A training session with the Executive Director of the National Resource Center for FBS is scheduled for August 9, 1991, with additional follow-up consultation to be scheduled for the fall of 1991.]

Action Step #2: Expected Completion Date: 7/31/91.

[COMPLETED.] DFS will review the actions of the 1991 Montana Legislature concerning DFS' requested funding for FBS services and identify other available FBS funding sources.

Action Step #3: Expected Completion Date: 9/30/91. In

light of the Legislature's actions and consultation with the National Resource Center for Family-Based Services, short-term and long-term FBS implementation scenarios will be clarified or modified and decisions for future FBS development steps will be made. FBS plans developed will be built on the DFS Action Plan in the 12/90 HB100 report, which calls for DFS use of some Medicaid in-patient psychiatric funds that are to be transferred from Montana SRS to Montana DFS for the purpose of providing FBS and other in-home family support services.

Action Step #4: Expected Completion Date: 10/31/91. The

Montana DFS Central Office staff will work with the five DFS regional offices and regional family-based services planning groups to plan both short-term and long-range steps for implementing family-based services statewide: (a) Short-term plans will focus on initiating or continuing FBS pilot projects in each of the five DFS regions during FY92 and will specify how FBS services will be monitored and evaluated. (b) Long-term plans will focus on steps that will be taken to make FBS services available statewide.

Action Step #5: Expected Completion Date: 10/30/91 - 3/31/92. Montana DFS's Central Office staff will assist the regional DFS offices in beginning pilot FBS services.

Action Step #6: Expected Completion Date: 9/30/92. Montana DFS's Central Office planning and evaluation staff will assist the regional DFS offices in evaluating pilot FBS services begun in FY91 and FY92.

Objective 6-j: Montana DFS will develop additional therapeutic foster care services.

Action Step #1: Expected Completion Date: 7/1/91.
[COMPLETED.] Begin eight new therapeutic foster care slots in Bozeman, in DFS' Southwestern Region.

Action Step #2: Expected Completion Date: 12/1/91. Begin eight additional therapeutic foster care slots in

Butte, in DFS' Southwestern Region.

Action Step #3: Expected Completion Date: 12/1/91. Begin eight new therapeutic foster care slots in Kalispell, in DFS' Western Region.

Objective 6-k: Montana DFS will perform a financial and management review/audit of foster care and CPS programs, either by department review or independent auditors' reports.

Action Step #1: Expected Completion Date: 5/31/91.

[COMPLETED.] The Audit Section of the Director's Office will develop an audit plan for the entire department, and will include a proposal for auditing various aspects of the foster care and CPS program.

Action Step #2: Expected Completion Date: 5/31/91.

[COMPLETED.] The Audit Section of the Director's Office will develop a Regional Program Audit Manual.

Action Step #3: Expected Completion Date: 6/30/91.

[COMPLETED.] Gain approval of the audit plan and Regional Program Audit Manual.

Action Step #4: Expected Completion Date: 8/31/91.

[COMPLETED.] Begin audit of DFS regional services by use of the new Regional Program Audit Manual in audit of the DFS South Central Region.

Action Step #5: Expected Completion Date: 6/30/92. After reviewing the results of the initial audit using the Regional Program Audit Manual, Audit Section staff will

continue with audits of the other DFS regions.

Objective 6-1: Montana DFS will prepare and implement planning guidelines to assure significant involvement of the SYSAC (State Youth Services Advisory Council) and the ten LYSACs (Local Youth Services Advisory Councils) in the DFS planning processes leading to the 1993 Montana Legislature.

Action Step #1: Expected Completion Date: 9/30/91. LYSACs will review and update their FY92-93 local youth services plans and assist the DFS Central Office create a FY92-93 State Youth Services Plan..

Action Step #2: Expected Completion Date: 10/31/91. The DFS Central Office staff will create a FY92-93 State Youth Services Plan document by combining the 10 updated LYSAC plans and additional state level objectives derived from the Montana DFS IV-B child welfare services plan for FY91-93 and other Central Office plans and priorities.

Action Step #3: Expected Completion Date: Beginning 9/30/91. See the timelines established in the revised and updated FY92-93 local plans. LYSACs will work with the five new staff members (Continuum of Care Specialists) of the DFS Community Services Division and other DFS staff to implement the FY92-93 local youth services plans.

Action Step #4: Expected Completion Date: 3/31/92. SB205 of the 1991 Montana Legislature created a process by

which local interagency staffing groups would be established to meet the needs of children served by multiple agencies. A 6/4/91 meeting of the SYSAC and the DFS Director decided upon the following action: LYSACs will work with the five DFS Community Services Division staff to establish the local interagency staffing groups called for by SB205 of the 1991 Montana Legislature and get these local SB205 groups functioning and active as subcommittees of the LYSACs.

Action Step #5: Expected Completion Date: 6/30/92 and then quarterly through 6/30/93. LYSACs will work with the staff of the DFS Community Services Division to regularly, at least quarterly, monitor the work and effectiveness of the SB205 interagency staffing groups during SFY92 and SFY93.

Action Step #6: Expected Completion Date: 1/31/92 LYSACs will (a) assess the local youth service needs for FY94-FY95 biennium and identify key local youth services issues, needs and problems for the FY94-95 biennium and (b) present their findings and recommendations regarding FY94-95 to the SYSAC and to the DFS Director for their review.

Action Step #7: Expected Completion Date: 3/31/92. The SYSAC will make recommendations to the Department of Family Services concerning:

(a) projected statewide FY94-FY95 needs of children,

youth and families -- based on a review of the LYSACs' 1/31/92 recommendations and the findings generated by other needs assessment processes developed by the Department (including any processes such as "Priorities for People" that might be established);

- (b) possible legislation and legislative issues and priorities for the 1993 legislative session; and
- (c) budget priorities for the FY94-95 biennium -- that is, recommendations for what should be included as priorities in the Department's budget requests to the Governor's Office.

Part III:

Annual Summary of Child Welfare Services (FY92 Update: 8/91)

Pre-placement Prevention/Reunification Services (FY92 Update: 8/91)

ANNUAL SUMMARY OF CHILD WELFARE SERVICES
for Fiscal Year October 1, 1991 to September 30, 1992

State of MONTANA

SERVICES/ACTIVITIES	ESTIMATED EXPENDITURES BY PROGRAM (\$ THOUSANDS)					ESTIMATED NUMBER OF CLIENTS TO BE SERVED
	FEDERAL	FUNDS			STATE, LOCAL & DONATED	
		IV-B	XX	IV-E/IV-A		
1) Preventive/Supportive Services						
a) CPS	343,911		329,670		2,117,255	11,786
b) Program Development					500,000	
c) Youth Correctional Institutions				407,296 ¹	5,589,777	543
2) Foster Care Maintenance Payments						
a) Foster Family Care	99,000		686,637		2,331,497	2,149
b) Group/Institutional Care	172,396		1,602,153		5,440,160	1,521 ²
c) Probation/Aftercare					2,253,900	1,400 ²
3) Foster Care Services	506,800		660,330		4,240,869	3,451
a) Reunification						
b) Other						

* OTHER FEDERAL PROGRAMS

NOTES: 1) ESEA Chapter I and II;
USDA School Food Programs;
Federal Border reimbursements

² Approximately 9,000 clients processed in 1,400 average current caseload

State of MONTANA, for Fiscal Year October 1, 1991, to September 30 1992.

SERVICES/ACTIVITIES	ESTIMATED EXPENDITURES BY PROGRAM (\$ THOUSANDS)				STATE, LOCAL & DONATED	ESTIMATED NUMBER OF CLIENTS TO BE SERVED
	FEDERAL	FUNDS	IV-E/IV-A	OTHER*		
h) Adoption		XX				
a) Assistance Payments (Adoption Subsidy)			209,403		150,607	120
b) Medical Services for Adoption Assistance				92,500 ³		
c) Other Adoption Services						
i) Training & Staff Development						
- Training			47,925		96,417	
j) Administration and Management (State Office)						
a) [2/3 CPS; 1/3 APS]			47,410	900,800		
b) MIS Development			9,000	80,000		
k) Other Child Welfare Service Activities						
a) Aftercare Services					459,693	172/month
b) Youth Evaluation Program					456,648	60/year
l) Day Care Related to Employment or Training for Employment						

* OTHER FEDERAL PROGRAMS

Notes: 3post Adoption Center - grant from IIIIS

PRE-PLACEMENT PREVENTION / REUNIFICATION SERVICES

[FY92 UPDATE: 8/91]

1. PRE-PLACEMENT PREVENTION SERVICES: The following pre-placement prevention services are available within each DFS region.

- ☐ 24-Hour emergency services
- ☐ Emergency shelter:
 - ♦ Receiving homes
 - ♦ Shelter care facilities
 - ♦ Spouse abuse shelters
- ☐ Child protective service investigation
- ☐ Case management
- ☐ Case planning
- ☐ Child protective services day care
- ☐ Home-based services:
 - ♦ Homemaker services
 - ♦ Family therapy
 - ♦ Individual and group therapy
 - ♦ Social services
 - ♦ Respite care
 - ♦ Training for parents
- ☐ Information/referral/follow-up:
 - ♦ Alcohol and drug counseling/treatment
 - ♦ Financial assistance
 - ♦ Handicapped children's services
 - ♦ Medical/health services
 - ♦ Planned parenthood
 - ♦ Legal services
- ☐ Volunteer programs:
 - ♦ Big Brothers and Sisters
 - ♦ Parents' Anonymous (support groups)

2. RE-UNIFICATION SERVICES: The following re-unification services are available in each DFS region.

- ☐ Foster care:
 - ♦ Voluntary placement
 - ♦ Court intervention
 - ♦ Residential treatment
 - ♦ Recruitment and training
 - ♦ Policy and standards
 - ♦ Judicial determination
 - ☐ Case review systems:
 - ♦ Case plan
 - ♦ Periodic review
 - ♦ Dispositional hearing
 - ♦ Parent participation
 - ♦ Other procedural safeguards
- [continued, next page]

□ Adoption:

- ♦ Recruitment and training
- ♦ Public awareness
- ♦ Exchanges
- ♦ Subsidy
- ♦ Policy and standards
- ♦ Legal services
- ♦ Post-adoption services:
 - * Searches
 - * Support groups

3. RANDOM MOMENT TIME STUDY DEFINITIONS: Following is a set of child welfare (CW) service definitions that Montana DFS uses for the department's random time study of social worker activities to determine cost allocations.

CW Health-Related Service:

This service is provided whenever a social worker is engaged in activities to aid child welfare clients gain access to medical services. "Health-Related Service" describes activities designed to help clients attain and maintain a favorable physical or mental health condition by assisting them in identifying and understanding their physical or mental health needs, and securing and utilizing necessary treatment and maintenance services. Included in health related service would be:

- Arranging for medical or mental health services
- Liaison with medical providers
- Assistance in utilizing and applying for Medicaid
- Assistance in utilizing Kids Count services
- Arranging for psychiatric evaluations and treatment
- Assistance in implementing health regimens
- Development of health plans
- Arranging for admission to medical or mental health facilities.

CW Investigation of Reports of Abuse and Neglect:

This service is provided when a social worker is responding to a report of abuse or neglect. This activity is considered complete after the worker makes the initial contact with the subject of the report and completes the intake form and initial 110A form. Continued case activity would be in the pre-placement or placement service categories.

CW Case Management and Administration of Pre-placement Services:

This service is provided when a social worker is engaged in the management or administration of services in a child's home to prevent the placement in foster care. This would include the protection of such children. A child is considered a pre-placement service case, if, as a result of the intake assessment process, the child has been determined to be in need of services to prevent foster care. Examples of activities under Case Management and Administration of Pre-placement Services would be:

- Assessment and evaluation of child and family's condition
- Development of the case plan, service plan or written service agreement
- Referral to services
- Arranging the provision of protective or preventive services
- Working with parents on the status of the case, the goals and administrative procedures of the agency
- Monitoring and/or communication with parents or children on the status of the child, the case plan, goals for the child, and the family and administrative providers of the agency
- Case and administrative reviews
- Case conferences and supervisory consultations
- Completion of paperwork associated with pre--placement services
- Dissemination of child welfare public information related to prevention and protection
- Travel associated with any of the above activities.

CW IV-E Eligibility Determination:

This service is provided whenever a social worker is performing any activity that contributes to making the determination of whether or not a child is eligible for participation in the Title IV-E Foster Care or Adoption Assistance programs. The following are examples of activities which are considered Eligibility Determination:

- Collecting information from family or others which is used in the determination or redetermination of eligibility -- e.g., income, parental whereabouts, resources, social security numbers, birth certificates, family living arrangements
- Verifying the information above
- Filling out and processing eligibility forms
- Querying systems, records, and contacts with financial and other staff to determine AFDC status

[continued, next page]

- Preparing for and participating in all fair hearings and appeals stemming from IV-E eligibility determinations.

CW Child Support Enforcement:

This service is provided when a social worker is engaged in any actions directed to gaining or collecting child support from an absent parent. This would include any assistance or collateral or written contacts with SRS' Child Support Enforcement Division. Included would be any actions directed toward gathering financial data from clients for support purposes, making court recommendations for support, requesting or filling out orders of support, and preparing for or attending a child support hearing.

CW Placement and Court-Related Activity:

This service is provided when a social worker is engaged in any activity directed to the placement of a child, or any preparation for or participation in any judicial determination. Examples of activities which are included in this service are:

- Preparing a report to the court or petition for custody
- Working with the county attorney's office to prepare a case for court
- Preparing for or participating in a court hearing while the child is still in the home
- Documenting for the court that the agency has made a reasonable effort to prevent placement or reunify the child with his/her parents
- Documenting for the court that continuation in the home is contrary to the welfare of a child
- Working with parents to develop a voluntary placement agreement
- Paperwork and contacts related to placement and court related activities
- Development of a case plan for a child when the decision has been made to seek custody and place child
- Placement of a child
- Travel associated with the above activities

CW Case Management and Administration of Foster Care:

This service is provided when a social worker is engaged in the management or administration of the Department's out-of-home care program for children, including family foster care, emergency shelter, relative placements, group homes and residential care. Foster care is full time care of a youth in a residential setting for the purpose of providing food, shelter, security, and safety,

guidance and direction and if necessary, treatment to youths who are removed from or are without the care and supervision of their parents or guardians. Examples of activities under Case Management and Administration of Foster Care would be:

- Assessment and evaluation of child and family's condition
- Development of the case plan, service plan or written service agreement
- Referral to services
- Monitoring and/or communication with parents, child or foster care provider on the status of the child, the case plan, goals for the child and administrative procedures of the agency
- Routine supervisory contacts with child and foster care provider
- Preparation for or participation in Foster Care Review Committee meetings
- Interstate compact activity
- Case and administrative reviews
- Case conferences and supervisory conferences
- Completion of paperwork associated with the above activities
- Dissemination of public information related to Foster Care Program
- Travel associated with the above activities.

CW Case Management and Administration of Independent Living Activities:

This service is provided when a social worker is engaged in the management or administration of the Department's independent living program for youth in out-of-home care. Independent living services means services provided to youth age 16 or older who are in foster care or a youth who has not been discharged from foster care for more than 6 months. Also included are activities not related to a specific youth but supporting the Department's independent living program. Examples of activities under independent living service are:

- Assessment and evaluation of a youth's independent living needs
- Development of case plans addressing independent living goals and services
- Referral to services
- Arranging for the provision of independent living services
- Case management and routine supervisory contacts with youth or foster care provider

[continued, next page]

- Monitoring and/or communication with youth or foster care providers on the status of the case, the goals or administrative procedures of the agency
- Foster Care Review Committee meetings on independent living plan
- Case and administrative reviews
- Case conferences and supervisory consultations
- Completion of paperwork that documents the above activity
- Dissemination of public information related to the independent living program
- Travel associated with any of the above

CW Case Management and Administration of Adoption Subsidy:

This service is provided when a social worker is engaged in the management or administration of the Department's program of Adoption Subsidy. The subsidized adoption program provides a monthly maintenance payment or a medical subsidy to promote the adoption of children with special needs. The activities described in the two preceding service categories -- CW Case Management and Administration of Foster Care and CW Case Management and Administration of Independent Living Activities -- would be applicable here also -- the difference being that the child would be a recipient of adoption assistance.

CW Therapeutic Counseling and Treatment:

This service is provided when a social worker is providing individualized services to a child, the child's family or to the child's foster care provider using psychotherapy to ameliorate or remedy personal problems, behaviors, or home conditions. The following are examples of activities under Therapeutic Counseling and Treatment:

- Counseling to prepare the child for placement
- Counseling to prepare the child for child's return home
- Counseling regarding school and community adjustment

CW Licensing and Recruitment of Foster Family Homes:

This service is provided when a social worker is engaged in activities involving the recruitment and licensing of foster family homes for children. A foster family home is defined as a youth care facility in which substitute care is provided to one to six children in a family setting. The following are examples of activities which are considered Licensing and Recruitment of Foster Family Homes:

[continued, next page]

- Recruitment, study and approval of foster family homes for children, including associated paper work and telephone calls
- Relicensing, suspension, revocation and complaint investigation regarding licensing
- Orientation and training of foster parents
- Dissemination of public information on recruitment and licensing of foster family homes
- Case conferences and supervisory consultations related to licensing
- Supervision of VISTA volunteers or others assigned to foster care projects
- Travel related to any of the above.

CW Child Day Care:

This service is provided when a social worker is engaged in activities involving the registration/licensing of day care facilities or the determination of eligibility for day care services. "Day care facility" is defined as a person, association or place, incorporated or incorporated, that provides supplemental parental care on a regular basis. It includes a family day care home, a group day care home or a day care center. "Supplemental parental care" is defined as the provision of child care outside of the child's home by an adult other than a parent, guardian, person in loco parentis, or relative on a regular basis for daily periods of less than 24 hours.

- Review of application, checklist and medical reports and issuance of registration certificate for family day care home or group day care home
- Study and approval of the license for day care centers
- Relicensing/registration, suspension, revocation and complaint investigation regarding registration or licensing.
- Training of day care providers
- Determination and redetermination of appropriateness of the child care plan and the financial eligibility for day care services
- I & R regarding available child care providers and other resources in the community
- Assisting clients in making appropriate child care arrangements
- Completing paperwork related to day care services
- Dissemination of public information on day care services
- Travel associated with any of the above

CW Other Service Activity:

This service category is used when a social worker is engaged in programmatic activity which does not fit any of the earlier service categories, such as independent adoption activity, post-adoption services, general I & R in non-child welfare cases, etc.

CW Training:

This category is used when a social worker is preparing for or participating in training directed at the development of knowledge or skills utilized in the department's programs. This includes:

- Acting as or preparing to be a trainer of staff or of substitute care providers
- Participating in training workshops, or conferences
- Completion of paperwork and telephone calls associated with training
- Travel associated with training

Non-program Related Activity:

This category is used when the worker is at lunch, on a break, or on any form of leave. It should also be used when work being performed is unrelated to a specific service program of DFS. Examples of such activity would be:

- Reviewing agency office procedures.
- Physical plant management.
- Employee grievance procedures.
- Completing payroll sheets

4. STATE-LEVEL INVOLVEMENT IN PRE-PLACEMENT PREVENTION SERVICES:

While those pre-placement prevention services in the list in section 1 just above are available through the department's district and regional offices, the department's state office is involved in state-level activities of its own or in conjunction with other state agencies:

(A) PL 94-142(B)(H) Education of the Handicapped Act:

The department's state office works closely with the State Office of Public Instruction (OPI) with implementation of the Education of the Handicapped Act.

☐ **Agreement:** The department has a signed formal agreement with OPI "to triannually conduct joint monitoring of the education

programs" in the two juvenile correction facilities and in those in-state private facilities serving handicapped children placed by the Department of Family Services. This agreement is effective for the period August 12, 1989 through December 31, 1992.

□ **Monitoring:** Monitoring activities for the education programs follow guidelines set by the Education of the Handicapped Act, the Rehabilitation Act of 1973, the Family Education Rights and Privacy Act, the Elementary and Secondary Education Act, and Montana state law and administrative rules for the Office of Public Instruction. According to the agreement, "Results of monitoring and compliance determinations will be jointly issued by the Department of Family Services and the Office of Public Instruction. Monitoring of corrective actions will be conducted jointly."

□ **Family Support Committee:** The Montana Department of Family Services' state office is actively involved, along with several other state agencies, in the Family Support Committee. This committee is staffed by the Developmental Disabilities Division of SRS and is charged with identifying problems and solutions and otherwise advising SRS and the Office of Public Instruction (OPI) on implementation of Part H of the Education of the Handicapped Act. Part H is directed at education services for handicapped children from birth through age two.

The Family Support Committee has been involved in making recommendations to OPI and other agencies on education and health-related services for all pre-school-age handicapped children, including the EPSDT program, the Montana Infant Mortality Abatement Initiative, the Montana University Affiliated Program for personnel preparation requirements of PL 99-457, the Healthy Mothers/Healthy Babies Coalition, WIC, Baby Your Baby programs and others.

(B) Basic Child Abuse and Neglect Grant:

□ **CA/N Mini-Grants Program:** During the past several years, the department has allocated \$30,000 of its basic CA/N grant to mini-grants in communities for child abuse and neglect prevention projects. The grants, not to exceed \$6,000 each, are awarded through a Request for Proposals process.

□ **State Plan for the Prevention of Child Abuse and Neglect:** Additionally, during state fiscal year 90 the department awarded a \$12,000 grant to Parents' Anonymous of Montana for the development of a State Plan for the Prevention of Child Abuse and Neglect. The plan is directed at providing a coordinated effort of numerous groups and organizations in Montana that are now working in the area of prevention, but whose efforts prior to the

awarding of this grant were, for the most part, not coordinated.

☐ **Publications:** Some of the funding received under the basic CA/N grant has been used by the state office to develop, print, and update two documents: (1) School Guidelines for Reporting of Child Abuse and Neglect, designed as a reference for teachers and school administrators and (2) the Desk Book, designed to be a reference for youth court judges and county prosecutors. Both of these documents were updated during state fiscal year 90.

(C) Dependent Care Grants:

The department continues to receive \$30,000 annually from the Department of Health and Human Services for school-age child care and \$20,000 annually for child care resource and referral programs. The 1989 legislature appropriated an additional \$60,000 per year from the general fund for support of resource and referral programs. That legislation will sunset in 1991. The department is contracting with six child care resource and referral programs during state fiscal year 90 and will increase that to eight programs during state fiscal year 91, with the intention of going to ten projects with statewide coverage by 1993.

(D) Big Brothers and Big Sisters Program (BB/BS):

The state DFS office will continue its contracts with BB/BS programs using the approximately \$170,000 appropriated annually from the state general fund. BB/BS programs are volunteer programs designed to present a role model for children from single parent families or two-parent families wherein the need for such services is justified.

PART IV:

Annual Budget Request (FY92 Update: 8/91)

APPENDIX:

Training Plans (FY92 Update: 8/91)

TITLE IV-E TRAINING PROGRAM FY 1991

The Montana Department of Family Services will use Title IV-E Training Funds to assist in meeting several of its goals established within the Foster Care Area. Title IV-E Funds will be used to train both foster care parents and social workers who are directly engaged in foster care placement cases. The foster care training will be provided through contract for foster parents across the state. Additional efforts will use Title IV-E funds to train staff in foster care so that all federal requirements for delivering and administering foster care services under IV-E are in accordance with federal law. During FY 91, \$ 92,007 in IV -E fund will be used by the Department in support of its training program.

IV-E Workshop Descriptions

1. CAN 1 This is the basic 10 day training event for new CPS line workers. It may be provided up to three times per year. Title 4-E funds to be used is \$43,935.00.
2. FAMILY RESOURCE SPECIALIST TRAINING This is an ongoing effort begun in FY 90 and aimed at training the department's licensing and adoption specialists. Sessions will be held three times per year. IV-E is \$4,511.00.
3. REGIONAL RESIDENTIAL CHILD CARE SPECIALISTS TRAINING This is a new effort at providing training for staff in new positions within the agency. To be held twice per year. IV-E costs, \$2,285.00.
4. CLERICAL/SUPPORT STAFF TRAINING This is an ongoing effort for DFS clerical staff across the state. It is a quite limited effort. 4E funds are \$1724.00.
5. STATE OFFICE TRAINING This is for the reimbursement of state office staff to attend approved training. Very limited. 4E funds are \$1060.00.
6. MANAGEMENT TRAINING An identified need for DFS management. 4E dollars are \$ 1060.00.
7. INDIAN CHILD WELFARE WORKSHOPS This is an ongoing effort in which the Indian Child welfare Act, placement issues and other culturally relevant concerns are developed into workshop agenda items. It is planned that during this fiscal year, five regional workshops will be completed. 4E funds will be \$ 4,672.00.
8. FOSTER AND ADOPTIVE PARENT TRAINING This is a foster/adoptive curriculum in which training is provided across the state. 4E funds are \$27,850.00.
9. PERMANENCY WORKSHOP This will be a two day event for social workers and other service providers learning about permanency planning values and skills. 4E funds will be \$ 3,024.00.
10. FOSTER CARE REVIEW COMMITTEE It is anticipated that up to five mini workshops for committee members will be scheduled. Clarification of role of committee and other agenda items will be workshop content. 4E funds are \$ 1,886.00.

MINNESOTA DEPARTMENT OF FAMILY SERVICES

TRAINING PLAN FOR FY 92

AUGUST, 1991

Training Function	General Fund Money			General Fund & IV-E		General Fund	Baby Doe		Children's Justice Act		Independent Living	Basic State Grant		Other
1. MCAN				22,848	17,707	5,141								
2. Foster/Adopt				60,000	42,000	18,000								
3. Policy Workshops							7,490							
4. APS Workshop and Orientation	7,935													
5. Law Enforcement Academy Conference									10,000					
6. Health Care Provider Conference									5,000					
7. Child Protection Teams Conference									39,000					
8. DD TCM Conference	8,700													
9. Day Care R&R (DC Improvement Grant)													17,000	
10. Foster Parent Conference										12,500				
11. Sex Abuse Interview Workshop									7,000					
12. Youth Mini Conference										5,000				
13. Missoula Management Colloquium				7,000	5,950	1,050								
14. Institution Abuse Workshop												15,000		
15. Child Death Workshop												8,125		
16. Annual DD Conference	3,000													
17. Minority Adoption Conference													6,000	
18. Treatment Planning Training				4,400	3,080	1,320								
19. Indian Child and Family Workshop							3,000							
20. Reservation IV-E Training						30,000							10,000	
21. Native American IV-E Training						23,359							7,705	
TOTAL	19,635			94,248	68,737	78,870	10,490		61,000		17,500	23,125	40,705	